FISH and WILDLIFE, DEPARTMENT of

Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)

Original Submission Date: 2014

Finalize Date: 10/31/2014

2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
1	Hunting License Purchases - Percent of the license buying population with hunting licenses and/or tags
2	Angling License Purchases - Percent of the license buying population with angling licenses and/or tags.
3	Wildlife Damage - Number of wildlife damage complaints addressed annually.
4	Oregon Species of Concern - Percent of fish species of concern (listed as threatened, endangered, or sensitive) being monitored
5	Oregon Species of Concern Percent of wildlife species of concern (listed as threatened, endangered, or sensitive) being monitored.
6	Decreasing the Number of Unscreened Water Diversions - Number of unscreened priority water diversions.
7	Customer Service - Percent of customers rating their overall satisfaction with the agency above average or excellent. Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent" for timeliness, accuracy, helpfulness, expertise and availability of information.
8	Boards and Commissions - Percent of total best practices met by the Department of Fish and Wildlife, State Fish and Wildlife

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

FISH and WILDLIFE, DEPARTMENT of	I. EXECUTIVE SUMMARY

Agency Mission: To protect and enhance Oregon's fish and wildlife and their habitats for use and enjoyment by present and future generations.

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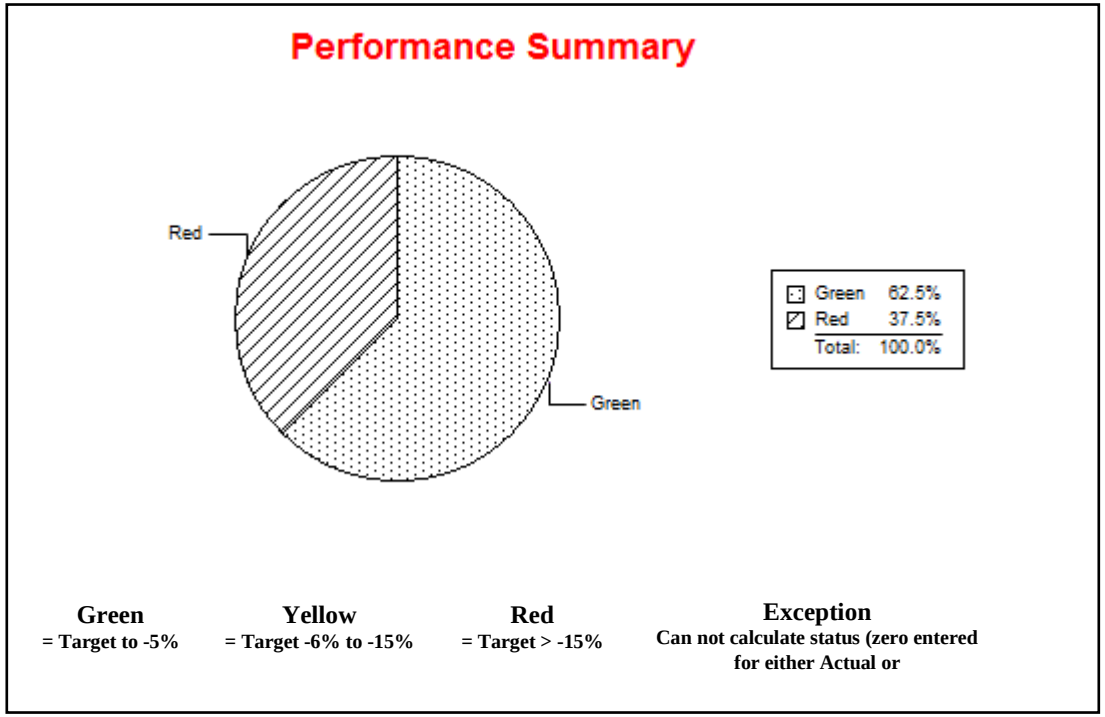


1. SCOPE OF REPORT

Most general programs or activities are considered directly or indirectly by agency performance measures (KPMs), including: fish management, game management, hatchery production, marine resources, screens and passage, wildlife diversity, wildlife damage, habitat. For a comprehensive account of ODFW accomplishments and activities, the agency web page should be reviewed at http://www.dfw.state.or.us.
Rulemaking and administrative services, such as accounting, contracting, licensing and budget, are not directly addressed under the agency's KPMs.

2. THE OREGON CONTEXT

Oregon's societal needs or desired outcomes are stated in the agency's mission statement: "To protect and enhance Oregon's fish and wildlife and their habitats for the use and enjoyment of present and future generations."

There are several benchmarks that relate to the agency's mission. Benchmarks related to conservation include those linked to species at risk, such as Benchmarks 86, 87, and 88. Benchmarks related to state and local economies include those linked to income and employment such as Benchmarks 1, 4 and 11. The agency works with a wide range of partners including state agencies, local governments, businesses and non-governmental partners. Benchmarks can be accessed at http://benchmarks.oregon.gov.

3. PERFORMANCE SUMMARY

ODFW implements programs that influence the Oregon Benchmarks and Key Performance Measures (KPMs). ODFW currently has eight KPMs (the Legislature deleted three KPMs in 2011). One of those, Customer Service Survey (KPM 7), is reported on even-numbered years, while the data for the other seven are reported on an annual basis. The Performance Summary pie chart indicates that the agency met or exceeded targets for 62.5% (5 of 8) of its KPMs reported during this period. The remaining 37.5% (3 of 8) fell below targeted levels. The agency is interested in updating its KPMs as metrics are further developed under the Governor's 10-year Plan for Oregon.

4. CHALLENGES

The agency faces challenges to the management of fish and wildlife and their habitats in the context of a changing environment. There are a number of factors that affect the agency's ability to meet its targets. These factors include changing climatic conditions, natural species population variability, habitat loss, water use, and increasing human population and development pressures. These external and environmental factors are largely out of the agency's control. In addition, the number of people participating in fishing and hunting is flat even though Oregon's population continues to grow. Reasons for this trend include increasing urbanization in Oregon, changes in societal preferences toward other forms of recreation, and enough free time due to work and/or family obligations.

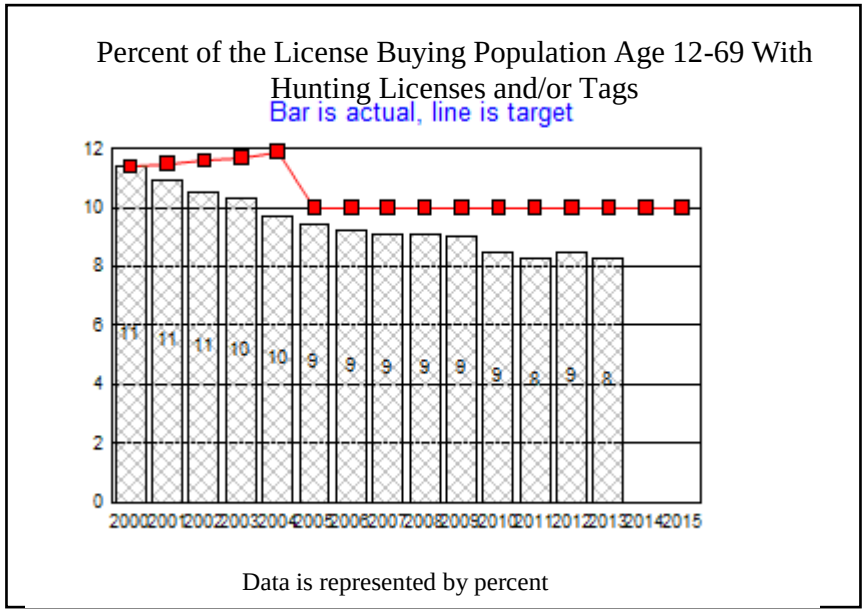
5. RESOURCES AND EFFICIENCY

The Agency Requested Budget for ODFW for the 2015-17 biennium is $357 Million. In recent years, ODFW has undertaken a variety of new projects related to Oregon's fish and wildlife resources, improving efficiency, and enhancing customer service. Examples of these efforts include:

- Comprehensive fish conservation planning and implementation to recover at-risk populations and enhance healthy populations
- Technical and policy support helping certify important commercial fisheries as sustainable by the Marine Stewardship Council
- Fishery harvest and hatchery reform on lower Columbia River and Oregon coast
- Technical support helping balance green energy development with fish, wildlife and habitat conservation
- The Mule Deer Initiative and Black Tail Deer Initiatives

- An automated landowner notification system for the wolf program
- Gaining administrative and program efficiencies through process improvement using Lean methods
- Controlling costs through a headquarters building acquisition
- New approaches for tag sale deadline and reinstatement of preference points
- Restructure/reorganization of commercial fishery regulations
- Expanded use of social media such as Facebook, Twitter, Instagram, YouTube
- Increased use of email, RSS feeds, Google Maps, text messaging, and other digital communication
- Developing mobile version of Oregon Hunting Access Map with public shooting range information and mobile fishing app with regulations
- Continued video streaming of Oregon Fish & Wildlife Commission meetings
- Addition of third online option for mandatory hunter education course
- Increased availability of mandatory hunter education courses during periods of peak demand
- Cell and smart phone updates on closures, harvest limits, or other fishing regulation changes
- Expanded use of scientific surveys to assess customer/stakeholder attitudes, interests, and experiences

KPM #1	Hunting License Purchases - Percent of the license buying population with hunting licenses and/or tags	2000
Goal	Hunting license purchases are directly related to the agency mission: "To protect and enhance Oregon's fish and wildlife and their habitats for use and enjoyment by present and future generations."	
Oregon Context	License purchases are an indicator of participation in hunting activities.	
Data Source	ODFW license database and Portland State University Population Research Center Population Report	
Owner	ODFW, Information and Education Division, Aaron Jenkins, (503) 947-6158	



1. OUR STRATEGY

The agency maintains game population levels to satisfy goals related to wildlife conservation and recreational opportunities. Strategies to meet this KPM include improving access and increased effort to recruit and retain hunters, including outreach campaigns and increased availability of hunter education programs. Over the last 4 years the agency

has made significant investments in improving habitat conditions for mule deer and a suite of other wildlife species within five main wildlife management units in eastern Oregon. This work has been conducted as part of the Mule Deer Initiative and has resulted in multiple partnerships with private and federal landowners, federal agencies like the Natural Resources Conservation Service (NRCS), and a multitude of conservation organizations. To date over $13 million has been invested by the department and partners in juniper management, aspen stand regeneration, invasive weed treatments and spring site rejuvenation. In many cases, this work has been combined with increased law enforcement efforts to stop poachers, more conservative hunting regulations and increased cougar population management--all in an effort to help rebuild mule deer populations back to management objectives. Reversing long-term habitat and population declines will take time and a continued commitment amongst the partners. Strong deer and elk populations will result in more hunting opportunity and would likely increase participation.

2. ABOUT THE TARGETS

The original targets for this KPM anticipated growth in participation. In 2005, the target was set at 10% of the state resident population being licensed hunters.

3. HOW WE ARE DOING

When measured in proportion to the growth in the state population, participation in hunting is declining in Oregon. Since 2000, the participation rate for hunting has declined from 11.4% to 8.3% of the State population ages 12 to 69. Over the same period, that segment of the state population has increased from 2.55 million in 2000 to 2.94 million in 2013. The hunting participation rate has been stable for the last four years (2010-13), but remains below the 10% target level.

4. HOW WE COMPARE

Similar trends have been observed on a national and regional basis. Adjacent states such as California and Washington have exhibited similar or greater declines since 2000.

5. FACTORS AFFECTING RESULTS

Many social factors affect the level of participation, such as tastes and preferences and state population demographics. Causes of the variance in participation may include but are not limited to: (1) state population increases are greater in urban than rural areas (rural residents are more likely to hunt), (2) hunter population is aging out of the sport, (3) prices increases in hunting licenses and tags in 2004 and 2010, and (4) societal tastes and preferences are changing to favor other forms of recreation. Participation is also influenced by the quality and quantity of hunting opportunity. Populations of some game species have declined due to a variety of factors, such as: (1) landscape scale changes in habitat such as increased control of wildfires and reduced timber harvest on federal lands resulting in less early seral stage habitat, (2) invasive species such as cheatgrass and medusahead outcompeting/replacing native species that provided better forage for wildlife, (3) increased predation resulting from increased protection of bears and cougars, and now the return of wolves, (4) increased human population and development means less habitat for wildlife, particularly lower elevation winter range, (5) increased disease issues including two old world louse species causing deer hair loss in western and more recently eastern Oregon. Reduced opportunity due to fewer available animals also contributes to the social factors because limited number of hunting tags means some hunters are not able to hunt their accustomed areas each year which may reduce interest in the sport and affect family hunting traditions.

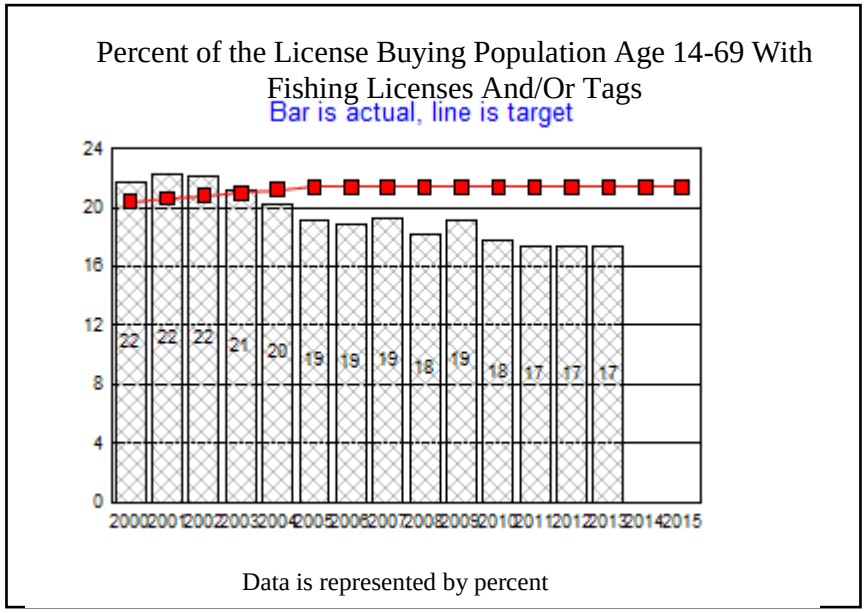
6. WHAT NEEDS TO BE DONE

The agency continues to work to set game species levels to satisfy statewide goals related to wildlife conservation and recreational opportunities. Within biological constraints, the agency also seeks to improve the quality of hunting experiences according to hunter preferences. The agency must continue the Access and Habitat Program, a cooperative program between landowners, hunters, and ODFW aimed at increasing the amount and quality of wildlife habitat, as well as increasing hunter access to private lands. The agency will continue its efforts to recruit new hunters and to retain existing participants through outreach, education, and marketing based on research, evaluation, and best practices. The agency will continue to upgrade its ability to communicate with customers. Additional steps will be taken to enhance customer service by improving the license buying process and offering new license types that meet customer needs. The agency intends to expand ongoing habitat restoration efforts targeted at sage grouse and mule deer ranges in eastern Oregon. This will build upon the strong partnerships developed amongst a broad range of landowners, state/federal agencies and conservation organizations with a vested interest in seeing healthy habitats and watersheds that are capable of supporting a broad array of wildlife.

7. ABOUT THE DATA

Data are reported by calendar year. The license data are from the ODFW license database annual reports. Population data are from the Portland State University Population Research Center Annual Population Report and Tables.

KPM #2	Angling License Purchases - Percent of the license buying population with angling licenses and/or tags.	2000
Goal	Angling license purchases are directly related to the ODFW mission, "To protect and enhance Oregon's fish and wildlife and their habitats for use and enjoyment by present and future generations."	
Oregon Context	License purchases are an indicator of participation in angling activities.	
Data Source	ODFW license database and Portland State University Population Research Center Population Report	
Owner	ODFW, Information and Education Division, Aaron Jenkins, (503) 947-6158	



1. OUR STRATEGY

The agency maintains and enhances fish population levels to satisfy goals related to conservation and recreational opportunities. Strategies to achieve this KPM include maintaining/enhancing wild fish populations to support sustainable fisheries, hatchery fish production, providing diverse fishery opportunities, recruiting and

mentoring new anglers (emphasis on youth, families and minorities), retaining existing anglers, marketing fishing opportunities, and simplifying fishery regulations. ODFW continues to make significant investments to restore lost fisheries, enhance existing fisheries, and open up new fisheries. Examples include efforts to restore popular trout fisheries at places like East Lake, Lava Lake and South Twin Lake in central Oregon, Phillips Reservoir in eastern Oregon and Lofton Reservoir in south central Oregon. In addition, we have a priority list of additional waterbodies to restore in the coming biennia. Finally, with strong salmon and steelhead returns in recent years we have been able to re-open fisheries that have been closed for a decade or more. Examples include wild spring chinook seasons on the John Day River and fall chinook fisheries in the Snake Basin. In addition, in 2014 sport and commercial fisheries for Oregon Coast coho were at their highest levels since 1993, with significant seasons throughout the summer and fall on an ESA-listed species.

2. ABOUT THE TARGETS

The original angler participation targets anticipated growth. In 2005, the target was set at 21.4% of the state resident population ages 14 to 69.

3. HOW WE ARE DOING

Although overall participation is relatively flat in recent years, when measured in proportion to the growing state population, participation in angling in Oregon has been declining. For the period of 2000 to 2013, the participation rate for angling has decreased from 21.7% to 17.4% of the state population ages 14 to 69 (or a 20% decline in the proportion of state's angling population since 2000). The 14 to 69 years segment of Oregon's population has grown from 2.45 million in 2000 to 2.84 million in 2013. The total number of Oregon resident anglers has been more stable through time compared to the participation rate, showing a decline of about 7% since 2000. Angling participation rates have been basically flat over the last four years, but remain below the target level of 21.4%.

4. HOW WE COMPARE

Similar trends have been observed on a national and regional basis. California and western U.S. states in general have exhibited similar declines in angling license sales during the last decade.

5. FACTORS AFFECTING RESULTS

Many social factors affect the level of angling participation, such as preferences and state population demographics. Causes of the variance in participation may include but are not limited to: (1) the vast majority of state population increases have been in urban rather than rural areas and urban residents are less likely to fish, (2) price increases in angling licenses and tags in 2004 and 2010, and (3) societal tastes and preferences changing in favor other forms of recreation, and (4) complexity of regulations required to provide diverse fishing opportunities compatible with wild fish conservation. In addition, in a national study of recreational fishing by American Sportfishing Association, survey respondents indicated that "not enough time", "takes time away from family", and "health/age" are the main reasons why fishing is no longer a top activity for many people. Participation can also be affected by the quality and quantity of fishing opportunities. A key driver is fish abundances, but there are many other factors, such as the weather and public access. Although fishery opportunities and success have been robust in recent years, participation has not increased apace.

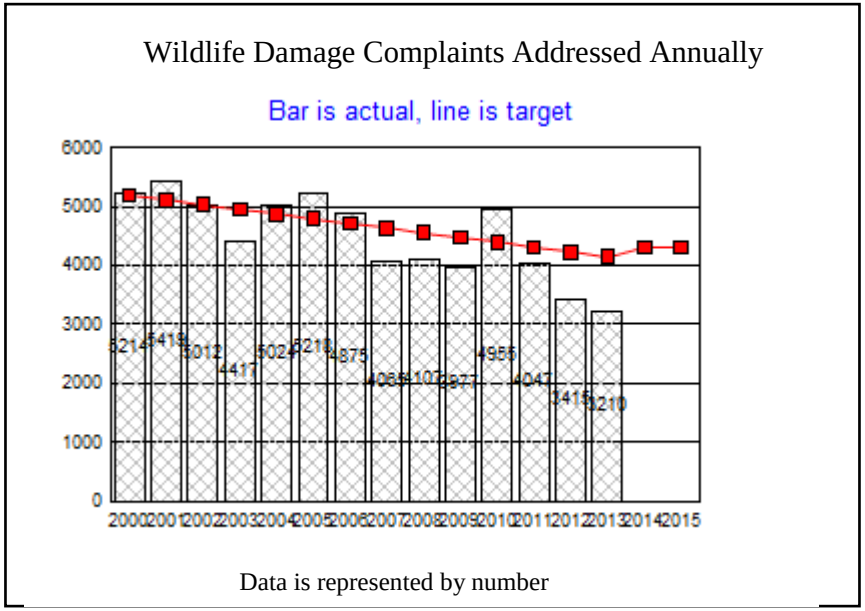
6. WHAT NEEDS TO BE DONE

The agency will continue to maintain and enhance game fish species at levels needed to satisfy the statewide goals related to conservation and recreational opportunities. Within biological constraints, the agency also seeks to improve the quality of angling experiences by considering angler preferences and improving angler access (ODFW's Restoration and Enhancement Program). The agency will also continue its efforts to recruit new participants and retain existing participants through education, outreach, and marketing based on research, evaluation, and best practices. The agency will continue to upgrade its ability to communicate with customers. Additional steps will be taken to enhance customer service by improving the license buying process and offering new license types that meet customer needs. The agency will also focus on simplifying angling regulations and platforms used by the public to obtain regulation and fishing information. In 2013, ODFW changed Free Fishing Weekend to coincide with Free Camping Weekend at Oregon State Parks. We are working with Parks to turn these weekends into events that create significant opportunities to introduce families to camping and fishing with the hopes of recruiting new anglers to the fold. These efforts along with our family fishing events are resulting in participants buying licenses and going fishing again. We will continue our efforts on this front to lead our recruitment efforts. ODFW?s new proposed $10 Youth License that permits fishing, hunting, and shellfishing, for both resident and non-resident, should only enhance these efforts.

7. ABOUT THE DATA

Data are reported by calendar year. The license data are from the ODFW license database annual reports. Population data are from the Portland State University Population Research Center Annual Population Report and Tables.

KPM #3	Wildlife Damage - Number of wildlife damage complaints addressed annually.	2000
Goal	To reduce wildlife damage and associated complaints.	
Oregon Context	To reduce negative impacts on agricultural lands, commercial timberlands, livestock ranches, and other private property.	
Data Source	ODFW, Wildlife Division damage complaint database	
Owner	ODFW, Wildlife Division, Ron Anglin (503) 947-6312, Tom Thornton (503) 947-6310	



1. OUR STRATEGY

The agency seeks to decrease levels of wildlife damage while maintaining wildlife population levels that satisfy goals associated with both conservation and recreational opportunities such as hunting and wildlife viewing.

2. ABOUT THE TARGETS

Lower numbers of damage complaints allow the reader to infer that damage issues are being addressed and cooperative solutions to wildlife damage complaints have been identified and are effective.

3. HOW WE ARE DOING

For the 2000-2013 period, the total number of complaints has varied from a high of 5,419 in 2001 to a low of 3,210 in 2013. Annual complaint numbers have tended to be lower in recent years (average of 3,968 for 2007-2013) relative to earlier years (average of 5,026 for 2000-2006). The number of complaints has been below the target level for each of the last seven years. While there may be a downward trend in complaints since 2000, environmental factors can cause the number of complaints to vary widely from year to year. For example, bear complaints increased from 365 in 2009 to 921 in 2010, then declined to 457 in 2011. Future reporting could concentrate on specific categories of damage for consistency, interpretation of variance, and trends.

4. HOW WE COMPARE

Since this is a state specific measure it is not possible to make comparisons to adjacent states.

5. FACTORS AFFECTING RESULTS

The population levels of wildlife causing damage relative to the location of residences, ranches and farms is a major factor, movement of people from urban to rural areas also creates conflicts as they move into areas historically inhabited by wildlife and create attractive nuisances such gardens, ornamental plants, bird feeders and garbage. Changing land use/land cover can also cause conflicts, such as changing from pastures and forestry to nurseries and vineyards. Environmental factors can cause the number of complaints to vary widely from year to year, for example, (1) in dry years complaints of damage caused by deer and elk increase because animals move to agricultural lands, many of which are irrigated, (2) there is an increase in conflicts with bears reported during years when there are poor wild berry and acorn crops because the bear rely more on foods associated with humans, (3) years with distemper outbreaks result in increased raccoon and fox related complaints.

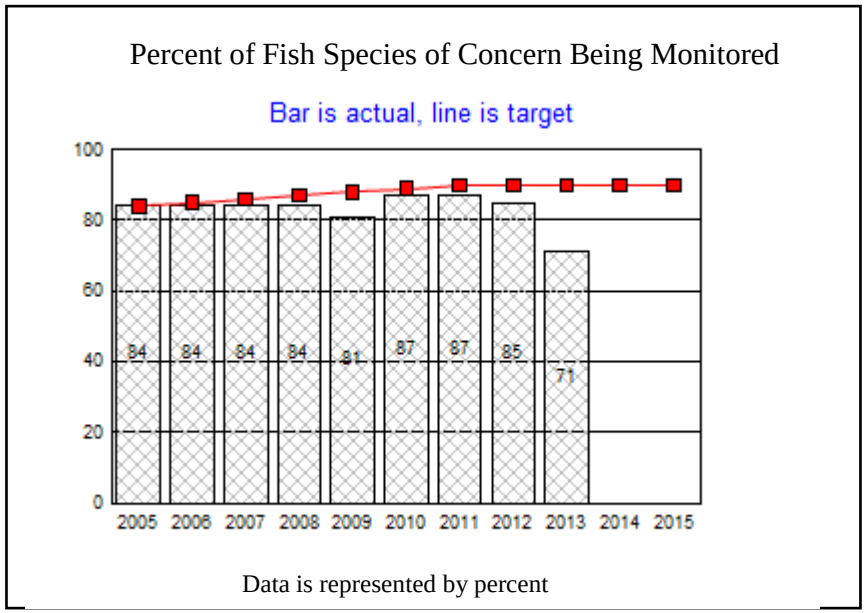
6. WHAT NEEDS TO BE DONE

ODFW personnel will continue working with landowners and homeowners in both urban and rural areas to help address wildlife damage in a timely and cooperative manner.

7. ABOUT THE DATA

These data are reported by calendar year and include all wildlife-related complaints, including for bear, cougar, deer, elk, raccoons, coyotes, foxes, etc. During 2014, the department implemented a Lean Kaizen process to review data collection, data entry, and reporting capabilities of current system. This process resulted in significant changes that will result in time savings for staff. These changes included a new automated electronic data entry form that stores data in a database, automated permit printing, and new reporting capabilities. These changes allow staff to directly input data at the field level, to submit data to a centralized data base, and to generate reports. This system has undergone beta testing and has now gone live.

KPM #4	Oregon Species of Concern - Percent of fish species of concern (listed as threatened, endangered, or sensitive) being	2005
Goal	The general goal of conserving threatened, endangered or sensitive fish and wildlife species.	
Oregon Context	Goal is linked to OBM 86-percent of monitored freshwater species not at risk	
Data Source	Oregon list of endangered, threatened and sensitive fish species	
Owner	ODFW, Fish Division, Jamie Anthony (541) 757-5150	



1. OUR STRATEGY

Monitoring of population trends and relationships between fish populations and environmental factors are the basis of future management decisions. These monitoring programs provide the feedback necessary to gauge success of management actions and allow for adaptive management to meet fishery and conservation objectives. The Oregon Plan for Salmon and Watersheds and the Oregon Conservation Strategy are related to these efforts and includes public, nonprofit and private partners.

2. ABOUT THE TARGETS

Targets provide expectations of steady increases in the proportion of populations monitored. This is a relatively new measure without historical context so the target is still being evaluated. The specific activities and goals associated with different monitoring efforts are not considered by the target. In addition, monitoring all species every year might not be the best use of limited agency resources, especially when there is a need for concentrated monitoring effort due to priorities or emergencies.

3. HOW WE ARE DOING

A large proportion of fish species of concern are currently monitored by ODFW. The percent monitored was 71% in 2013, which is below the targeted level of 90%, although as explained in #5 below, this drop does not reflect a reduced commitment to monitoring. Collaborative projects where ODFW is not the lead entity conducting the monitoring are not included in this measure. Because of resource constraints, there are uncertainties related to species' status. Variation in the types, timeframe, and purposes of monitoring efforts are not reflected in this measure. The level of certainty at the current level of monitoring is another factor that is not considered by this measure.

4. HOW WE COMPARE

Oregon has one of the most robust monitoring programs in the nation and has served as a model for other states on the west coast. This includes both the monitoring sampling design and the funding portfolio.

5. FACTORS AFFECTING RESULTS

The actual level and types of data collected, timeframe, context of threats and species status are factors related to prioritization of monitoring efforts. Given these factors, the actual level of monitoring and dedicated resources could increase without an increase or decrease in number of species monitored. In addition, when a species is removed from the list, which would be considered a positive development, that change can have the effect of lowering the percentage of listed species being monitored. The reduction in monitoring during 2013 relative to previous years reflects the planned sunset of a 6-year project to evaluate the feasibility of monitoring several species management units (SMUs) of native non-anadramous trout. Development of a decision support tool to prioritize and focus monitoring for these SMUs is ongoing.

6. WHAT NEEDS TO BE DONE

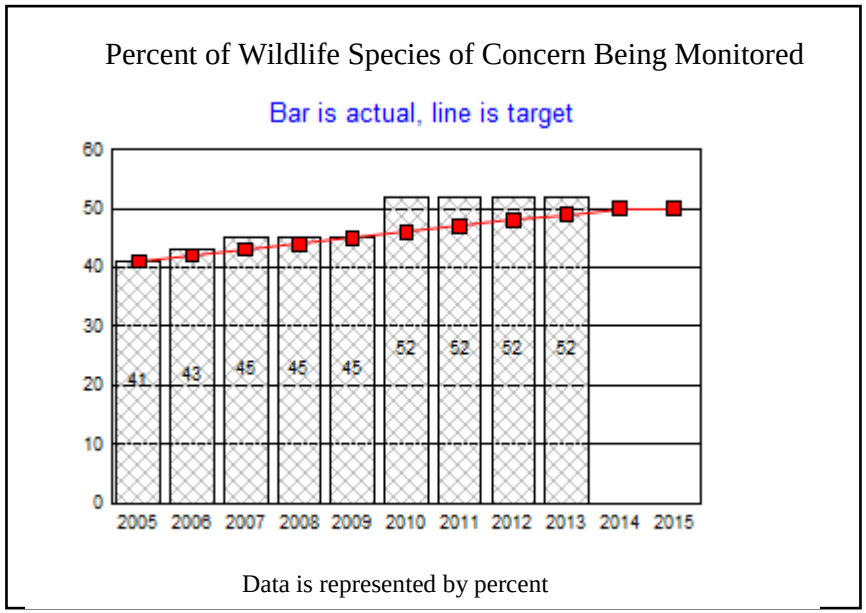
The agency will continue to seek funding sources that will allow for increased monitoring of these fish species. The monitoring of several species that were not monitored in 2013 has been proposed for 2014 and 2015.

7. ABOUT THE DATA

These data are provided by agency personnel from their knowledge of monitoring on an ongoing basis. Lists of threatened and endangered species are updated every five years

and are due for update in 2013-14. The lists can be found at:
http://www.dfw.state.or.us/wildlife/diversity/species/threatened_endangered_candidate_list.asp
Lists of sensitive species can be found at:
http://www.dfw.state.or.us/wildlife/diversity/species/sensitive_species.asp

KPM #5	Oregon Species of Concern Percent of wildlife species of concern (listed as threatened, endangered, or sensitive) being monitored.	2005
Goal	The general goal of conserving threatened, endangered or sensitive fish and wildlife species.	
Oregon Context	Goal linked to OBM 88-percent of monitored terrestrial species not at risk.	
Data Source	Oregon list of endangered, threatened and sensitive species	
Owner	ODFW, Wildlife Division, Eric Rickerson (503) 947-6311 and Martin Nugent (503) 947-6309	



1. OUR STRATEGY

Monitoring of population trends and relationships between wildlife populations and environmental factors are the basis of future management decisions. The Oregon Conservation Strategy identifies ways to make monitoring efforts more comprehensive, integrated, efficient, and frugal by focusing monitoring on the status of species and effectiveness of conservation actions. It provides recommendations for monitoring in Oregon and lists ongoing survey efforts being conducted by the agency and partners. The

Oregon Conservation Strategy also prioritizes the species of highest conservation need and identifies data gaps to focus research and monitoring efforts across the state. The agency has also identified a list of priority species to monitor in order to effectively engage in renewable energy development in Oregon.

2. ABOUT THE TARGETS

Targets provide expectations of an increase in the proportion of populations monitored. This is a relatively new measure without historical context, so the target is still being evaluated. The activities and goals associated with different monitoring efforts are not considered by the target. In addition, monitoring all species would be extremely difficult due to the number of species and might not be the best use of limited agency resources, especially when there is a need for concentrated effort due to priorities or emergencies.

3. HOW WE ARE DOING

The percent of wildlife species of concern being monitored was 52% in 2013. The level has been 52% for the last three years, all of which are above the target levels. The actual activities such as the associated types of monitoring, timeframe and purpose of monitoring are additional factors not addressed by this measure. Because of resource constraints, there are uncertainties related to species' status. The level of certainty at the current level of monitoring is another factor that is not considered by this measure. ODFW continues to promote sustained monitoring efforts within the agency and with our external partners. Monitoring efforts are focused around priority species listed in the Oregon Conservation Strategy and the agency's energy development priority list. Few 'species of concern' are monitored exclusively by the department. Monitoring and research activities are partnerships with other government agencies, academia, and conservation organizations. ODFW plays various roles in these efforts, from providing the technical expertise to leading large-scale monitoring efforts. The species monitored and the extent of the effort can vary from year to year. ODFW does not control this level of effort.

4. HOW WE COMPARE

Monitoring efforts in other states are likely to be similar, coordinated through state wildlife action plans, but each state's circumstances are different. This makes direct comparisons difficult.

5. FACTORS AFFECTING RESULTS

The actual level and types of data collected, timeframe, context of threats and species status are factors that influence the prioritization of monitoring efforts. Given these factors, the actual level of monitoring and dedicated resources could increase without an increase or decrease in number of species monitored. A number of species are monitored by ODFW's partner agencies and nongovernmental conservation organizations.

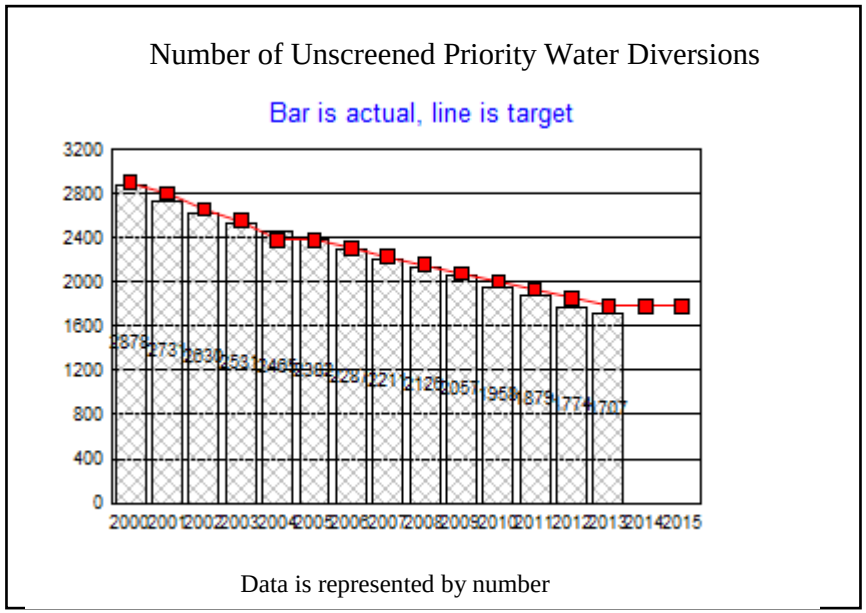
6. WHAT NEEDS TO BE DONE

The agency and conservation partners will continue to seek funding sources that will allow for increased monitoring of these wildlife species of concern. The agency is working towards developing monitoring strategies for various species not monitored in 2013 as part of the renewable energy development species initiative.

7. ABOUT THE DATA

These data are provided by agency personnel from their knowledge of monitoring on an ongoing basis. The list of threatened and endangered species has been updated in 2013 and the list of sensitive species will be updated in 2016. The list of species of greatest conservation need identified in the Oregon Conservation Strategy are currently being updated and will be available in 2015. These lists can be found at:
http://www.dfw.state.or.us/wildlife/diversity/species/threatened_endangered_candidate_list.asp
http://www.dfw.state.or.us/wildlife/diversity/species/sensitive_species.asp
http://www.dfw.state.or.us/conservationstrategy/read_the_strategy.asp

KPM #6	Decreasing the Number of Unscreened Water Diversions - Number of unscreened priority water diversions.	2000
Goal	Improving survival of migrating salmon and steelhead and other fish inhabiting adjacent areas	
Oregon Context	Reducing the mortality of fish caused by entering irrigation diversions, linked to OBM 86, percent of freshwater species not at risk	
Data Source	Fish Screening and Passage Program database and annual report	
Owner	ODFW, Fish Division, Fish Screening and Passage Program, Alan Ritchey (503) 947-6229 and Pete Baki (503) 947-6217	



1. OUR STRATEGY

The measure is linked to the goal of improving survival rates of migrating salmon and steelhead and providing downstream passage by decreasing the number of unscreened priority water diversions. Reducing the number of unscreened diversions will decrease fish mortality, which should contribute directly to freshwater fish population health and reduce delays in outmigration.

2. ABOUT THE TARGETS

The target for this KPM is to decrease the number of unscreened diversions. Implementing this KPM protects fish and water users. Fish remain in the stream system to complete their life cycle and water users with screen intakes are no longer responsible for the loss of fish associated with their diversions.

3. HOW WE ARE DOING

The target was met in 2013 by having reduced the number of unscreened priority water diversions by 67 fish screens. The targeted number of unscreened priority water diversions has been exceeded in each of the last seven years. Current budget cuts to the Screens Program will result in completion of fewer projects, which may hamper the department's ability to reach the established target.

4. HOW WE COMPARE

Screening efforts in other western states are likely to be similar but not directly comparable to Oregon, given their unique water withdrawals and the number of waterways affected.

5. FACTORS AFFECTING RESULTS

Relevant factors influencing results include the available funds for screen installation as well as the cooperation of landowners and water rights holders. Fish Screening staff assist water users with maintenance on fish screens installed through the ODFW Cost Share Program, and are responsible for major maintenance on fish screens under 30 cfs. As the number of fish screens installed increases, maintenance responsibility and costs also rise. Budget cuts to the Fish Screening and Passage Program has resulted in reduced staff both in headquarters and the field. Increasing costs to install and maintain fish screens along with reduced funds and staff will decrease the productivity of this program. ODFW may not be able to continue meeting the statutory target for this KPM in the future.

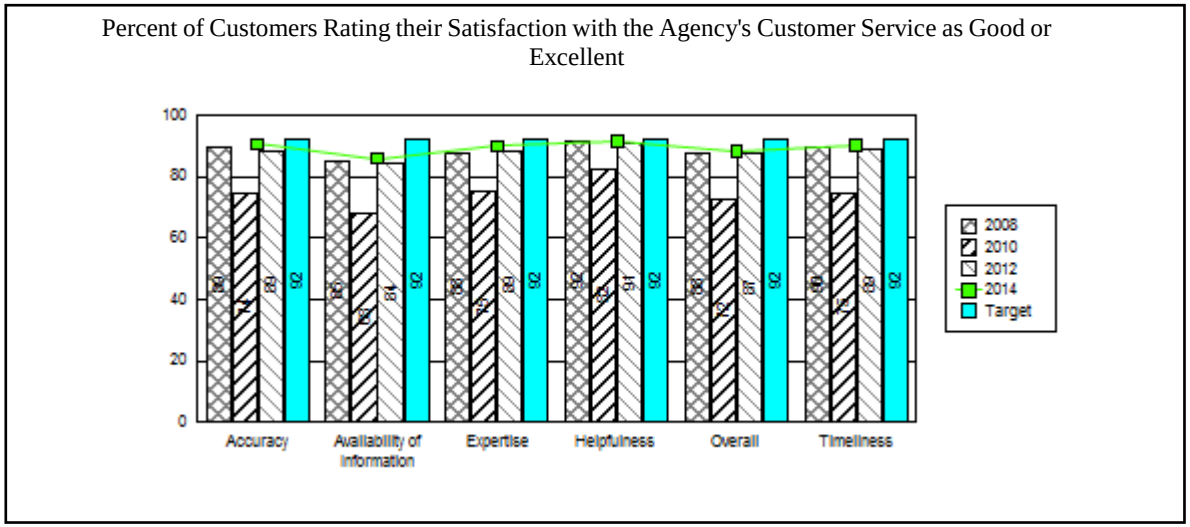
6. WHAT NEEDS TO BE DONE

ODFW will continue to develop cooperative relationships with landowners and other entities and to seek funding for these efforts. The department has concluded the statutorily required prioritization of unscreened diversions. This prioritization data will allow the future selection of fish screening projects to be based more closely on specific criteria related to fish habitat and high priority basins.

7. ABOUT THE DATA

Data are reported by calendar year from records of the screens and passage program.

KPM #7	Customer Service - Percent of customers rating their overall satisfaction with the agency above average or excellent. Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent" for timeliness, accuracy, helpfulness, expertise and availability of information.	2006
Goal	To provide greater accountability and results from government by delivering service that satisfies customers.	
Oregon Context	To maintain and improve the following category ratings of agency service: overall quality of services, timeliness, accuracy, helpfulness, expertise and availability of information.	
Data Source	ODFW survey of commercial license holders, people filing wildlife damage reports, landowner preference program participants, and recreational licenseholders who purchased at ODFW offices. Conducted every two years on even-numbered years (e.g., 2012, 2014).	
Owner	ODFW Information and Education Division, Aaron Jenkins (503) 947-6158	



1. OUR STRATEGY

The groups sampled in this survey are diverse, both with respect to interests and needs. The general strategy is to utilize feedback to address cited problems and improve the

general level of service to ODFW customers.

2. ABOUT THE TARGETS

We have set a target at 92% for each service category, which is slightly above our current performance levels in order to establish a goal for improvement of customer service. The results for all six measures are presented in the graph.

3. HOW WE ARE DOING

Satisfaction with the agency's customer service as "good" or "excellent" ranged from 85.9% to 91.4% for the six categories in 2014. This is slightly below the targeted 92%, but represents a modest improvement over the 84.0% to 90.8% range in 2012. Customer satisfaction levels reported this year (2014) are similar to those in 2006, 2008, and 2012. The mail survey method was used in each of those four years. In 2010, an online survey format was used, where customers completed surveys in response to postcards directing them to a website. The response rate was only 14.8% for the 2010 online survey, while the rate was 28% for the 2014 mail survey. Under both survey methods, the category "Availability of Information" continues to be the lowest ranked in the survey results, so improvement is needed here. "Helpfulness" continues to be the highest ranked category.

4. HOW WE COMPARE

ODFW's customer satisfaction numbers are on par with most other agencies. For example, in 2013, the OR Parks and Recreation Department survey of state park reservation customers showed satisfaction levels at or slightly under its targets. Comparisons among agencies are not necessarily apples-to-apples since agencies have different customers, provide those customers with different services, whose levels of complexity may vary greatly.

5. FACTORS AFFECTING RESULTS

The response rate for the 2014 survey was 28%, compared to 24% in 2012. The lower rate in 2012 may have been due to use of a one-piece mailer instead of a package of cover letter and postcard inside an envelope, as done in 2006, 2008, and 2014. However, overall response rates to mail surveys have been on the decline in recent years; response rates for this survey were 42% in 2006 and 36% in 2008. Nevertheless, sufficient number of surveys were returned in 2014 to obtain a margin of error of lower than the desired +/-5% at the 95% confidence level. The online survey format used in 2010 likely attracted more of the respondents who were particularly unhappy with ODFW service and management because the method required slightly more effort on the part of the customer than the mail survey. Discontent could have been a motivation for completing the 2010 survey. In addition, there was not a safeguard against customers filling out more than one online survey. For these reasons, the agency reverted to a doing a mail survey in 2012 and 2014. However, online surveying is becoming much more common, its methods/technology have improved, and the vast majority of Oregonians are internet users (87%) according to a 2014 study. The department will consider using an improved online survey methodology for the 2016 customer service survey. To test the viability of the online survey mode, the department has just conducted a pilot online survey of recreational license holders for whom the department has an email address. That portion of license holders is less than 10% at the moment, but the department aims to substantially increase the proportion of customers for which it has emails in the coming years. The pilot survey contains questions on customer service received for all sales channels (retail stores, online, ODFW office, by mail/fax) through which the agency sells licenses. Preliminary results indicate high levels of customer satisfaction with all four sales channels. In addition, there are questions about the sources customers use to obtain hunting and fishing information, the usefulness of those sources, and in particular the usefulness of various ODFW online information resources. The survey data will be used to inform

program decisions on customer service, information provision, and ways to enhance the ODFW website.

6. WHAT NEEDS TO BE DONE

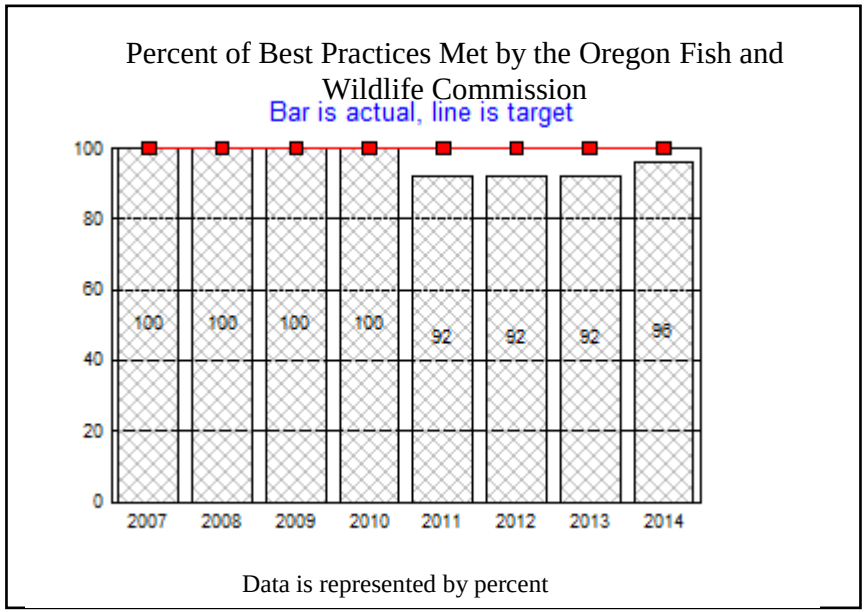
The department continues to increase the availability and expand the scope of information on fishing/hunting and wildlife management. Specific improvements include:

- Expanded use of social media and direct email contact with customers
- Planning for redesign of ODFW website to provide timely, relevant information in a mobile friendly format
- Expanded availability of basic information on how to/where to hunt, including additional 50 Places to Fish publications and introductory workshops
- Development of mobile fishing application with regulations and mobile version of Oregon Hunting Access Map
- Increased availability of mandatory hunter education courses during periods of peak demand
- Addition of third option for completing course online
- Development of strategic partnerships with organizations, retailers and industry to encourage participation in fishing, hunting and wildlife viewing
- Expanded use of surveys to evaluate program effectiveness and assess customer interests, attitudes, experiences and expectations

7. ABOUT THE DATA

The agency plans to collect these data every two years.
a) Survey name: “ODFW Customer Service Survey”
b) Surveyor: Conducted by ODFW staff
c) Date conducted: Mailed on August 12, 2014 with all surveys received by September 30, 2014.
d) Sampling frame: The sample frame was restricted to resident customers that had service (i.e., had contact with ODFW staff) during the 2013 calendar year. Customer addresses were obtained from ODFW databases for the following four populations,
(1) Commercial license holders (fishing permits, fishing license, and wildlife occupational licenses)
(2) People who had filed wildlife damage or sighting reports
(3) Landowners enrolled in the Landowner Preference Program (LOP), and
(4) Sport license holders who made purchases through an ODFW office.
e) Sampling procedure: Samples were selected in accordance with standard probability sampling formulae for a stratified random sampling design. Sampled customers were contacted via a single mailing that consisted of an envelope containing a cover letter and pre-paid survey postcard.
f) Sample characteristics: The target margin of error for this survey was ±5 percentage points with 95% confidence level. The margin of error of 5% indicates that if 90% of the sample answered a certain way, then one can be “sure” that between 85% and 95% of the entire population would have answered that way (if they had been asked).The 95% confidence interval indicates that you are 95% sure that the true percentage of the population would answer within the margin of error (85% to 95% in this example). A potentially low response rate was anticipated and accommodated for by inflating the required sample sizes. 1261 surveys were returned for a response rate of 27.9%.
g) Weighting: Each customer was given equal weight no matter to which group they belonged.

KPM #8	Boards and Commissions - Percent of total best practices met by the Department of Fish and Wildlife, State Fish and Wildlife Commission.	2007
Goal	To improve service and accountability to the public by evaluating commission adherence to best management practices.	
Oregon Context	Improve governance of bodies such as state boards and commissions.	
Data Source	Annual self-review of practices by commission members. Utilize feedback to take corrective actions and encourage commission members to take part in training sessions.	
Owner	ODFW, Information and Education Division, Aaron Jenkins, (503) 947-6158	



1. OUR STRATEGY

To assess current and develop future Commission activities according to best practices guidelines. The process will be used to clarify and communicate visions and ideas on the

"ideal" Commission practices and to evaluate opportunities to change processes to meet these goals.

2. ABOUT THE TARGETS

The target is set to reach 100% of the best practices identified in the survey.

3. HOW WE ARE DOING

The current performance level is slightly below the target set at 100%. For fiscal year 2013-14, Commissioners felt that 96% of the best practices were being met overall. That represents a modest improvement over 92%, the level reported for each of the last three years. Some Commission members thought the Commission could be doing more in terms of involvement with policy-making activities, involvement with ODFW's key communications, and participation in trainings. Efforts are underway to address some of these suggestions.

4. HOW WE COMPARE

Other boards and commissions have practices that vary widely. The Environmental Quality Commission (representing Oregon DEQ) has reported 100%, 90%, and 82% of best practices met in fiscal years 2010, 2011, and 2012, respectively.

5. FACTORS AFFECTING RESULTS

Many of the best practices are met by routine commission activities. Keeping on schedule for these activities will allow the Commission to continue to meet these practices.

6. WHAT NEEDS TO BE DONE

The self-assessment process allows the Commission to think about how its activities meet best practices standards. With this information in mind, improvements can be made where they are identified. In 2014, the Commission scheduled a review of its best practices as part of a regular agenda item during a public meeting. As part of that review, the Commission will be scheduling additional joint meetings, exploring electronic Commission packets, and other issues.

7. ABOUT THE DATA

The data are reported for fiscal year 2014. Commission members were asked to fill out a survey of 15 questions. All six commission members completed the survey for the reporting period.

FISH and WILDLIFE, DEPARTMENT of	III. USING PERFORMANCE DATA
Agency Mission: To protect and enhance Oregon's fish and wildlife and their habitats for use and enjoyment by present and future generations.	

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

1. INCLUSIVITY	*** Staff :** Each year, performance data for KPMs are collected from staff and managers and trends are discussed. Budget requests proposed for the Agency Request Budget must also be linked to KPM. *** Elected Officials:** KPM results are presented to a subcommittee of Ways and Means biennially as part of the budget process. The Legislature deleted three KPMs during the 2011 session. *** Stakeholders:** The Department has an External Budget Advisory Committee (EBAC) that provides input on the agency's budget. EBAC is composed of 50 members representing fishing, hunting, conservation, local government, and other organizations. In preparing the Agency Request Budget each biennium, the Department reviews trends in hunting and fishing participation (KPMs 1, 2), ending balance, agency priorities, and key investment areas. *** Citizens:** In preparing the Agency Request Budget each biennium, the Department hosts townhall meetings across the state. In 2014, the Department hosted eight town hall meetings in the following locations: Clackamas, La Grande, Bend, Newport, Tillamook, North Bend, Roseburg and Klamath Falls. 290 members of the public participated in the town hall meetings. The Department presented information about hunting and fishing participation (KPMs 1, 2), ending balance, and budget development. The Department also received over 175 written comments from the public with regard to the development of the 2105-17 budget. Finally, the Department posts its annual KPM report on its website each year.
2 MANAGING FOR RESULTS	Each biennium the agency's leadership team reviews the mission, principles, and priorities to ensure its efforts reflect legislative direction and available resources. The leadership team identifies specific actions and timelines for each priority. This information is posted internally and externally. Progress is reviewed quarterly at the executive and management team levels. Annual progress reports are also posted on the internal website with an all staff announcement. This approach is intended to improve accountability, to ensure progress in key areas occurs during the biennium, and to communicate those priorities during the course of the biennium. Meeting these priorities will directly contribute to KPM performance.

	In 2011, the leadership team also conducted a comprehensive review of the agency's key performance measures in the hopes of pursuing a significant update with the Legislature during the 2013 session. In light of the Governor's 10 Year Plan for Oregon, the department plans to review and update its KPMs as metrics are developed under the 10 Year Plan.
3 STAFF TRAINING	While there is no uniform training for staff on KPMs, the data and results for programs are reviewed in a number of ways. For example, the screens and passage program staff report on the number of screens installed each year (KPM 6). Hunting and angling education staff regularly review fishing and hunting licenses and tags sold (KPMs 1 & 2). Customer service staff receive the feedback from the customer service survey (KPM 7).
4 COMMUNICATING RESULTS	*** Staff :** Web page to communicate ongoing agency progress across divisions. Annual updates to agency priority efforts posted on the internal website. *** Elected Officials:** Budget documents to relate agency progress for topics of special interest to elected officials. *** Stakeholders:** Web page and budget document providing general agency information related to KPMs are reviewed with the department's External Budget Advisory Committee (EBAC). *** Citizens:** Web page to provide general agency information.