

FISH and WILDLIFE, DEPARTMENT of
Annual Performance Progress Report (APPR) for Fiscal Year (2007-2008)
Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2008

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
1	Hunting License Purchase - Percent of the license buying population with hunting licenses and/or tags
2	Angling License Purchase - Percent of the license buying population with angling licenses and/or tags.
3	Oregon Listed Species - The percentage of species listed as threatened or endangered under the Oregon Endangered Species Act that have been de-listed in the last year.
4	Coho Hatchery Fish - Percent of hatchery Coho surviving from smolt to adult.
5	Commercial Fisheries - Personal income in millions generated from commercial fishery landings.
6	Wildlife Damage - Number of wildlife damage complaints addressed annually.
7	Oregon Species Concern - Percent of fish species of concern (listed as threatened, endangered, or sensitive) being monitored
8	Oregon Species Concern Percent of wildlife species of concern (listed as threatened, endangered, or sensitive) being monitored.
9	Decreasing the Number of Unscreened Water Diversions - Number of unscreened priority water diversions.
10	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.
11	Boards and Commissions - Percent of total best practices met by the Department of Fish and Wildlife, State Fish and Wildlife Commission.

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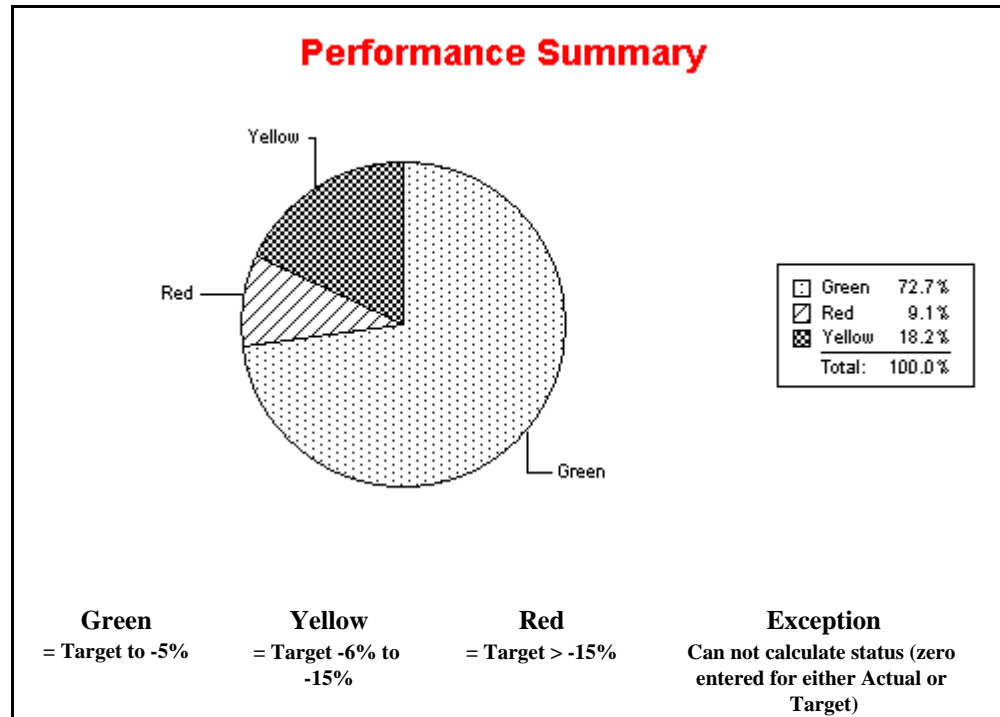
Agency Mission: To protect and enhance Oregon's fish and wildlife and their habitats for use and enjoyment by present and future generations.

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Alternate: Tom Ruddiman

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1. SCOPE OF REPORT

- Most general programs or activities are considered directly or indirectly by agency performance measures including: fish management, game management, hatchery production, marine resources, screens and passage, wildlife diversity, wildlife damage, habitat and many others that are less directly linked. However, it is questionable whether agency programs are adequately represented as explained in the performance summary provided below. For a more comprehensive account of ODFW accomplishments and activities the agency web page should be reviewed at <http://www.dfw.state.or.us/>.

- Agency divisions and functions not addressed directly include: Administrative Services Division (Fiscal, Procurement, and Budget), Information

Services Division, Information and Education Division, rule making, and many specific program areas that are only indirectly linked to measures in this report.

2. THE OREGON CONTEXT

Oregon's societal need(s) or desired outcome(s) 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".

Benchmarks related to conservation include those linked to species at risk, numbers 86 to 88. Benchmarks related to use, and state and local economies include those linked to income and employment such as numbers 1, 4 and 11. Depending on program or project, the agency works with a wide range of partners including state agencies, local governments, businesses and/or non-governmental partners. Benchmarks can be accessed at <http://benchmarks.oregon.gov/>.

3. PERFORMANCE SUMMARY

ODFW activities are extremely diverse and difficult to characterize within the framework provided in performance measure forms. It should be noted that the full range of program responsibilities and accomplishments are not fully evaluated for the following reasons. First, many program responsibilities are regulatory in nature. Plan or regulation development involves a public process that culminates in agency rule making and implementation. These efforts are neither easily summarized nor quantified as a single easily understandable measure. Secondly, many efforts involving intermediate and final outcomes depend on a complex mix of inputs and factors. Simplistic evaluation of one component of these efforts is often misleading. For example, meaningful evaluation of hatchery programs requires characterization of objectives, operations and outputs as provided in recent agency hatchery reviews. Finally, environmental factors or social trends are often the major drivers of the interrelated human and ecological systems. Wildlife or fish population declines in a given year or period may have no bearing on agency performance, although it would be characterized in our report as "Not Making Progress." Indicators such as license sales and coho returns are important concerns of the agency and our constituents, but do not necessarily provide an indication of agency performance.

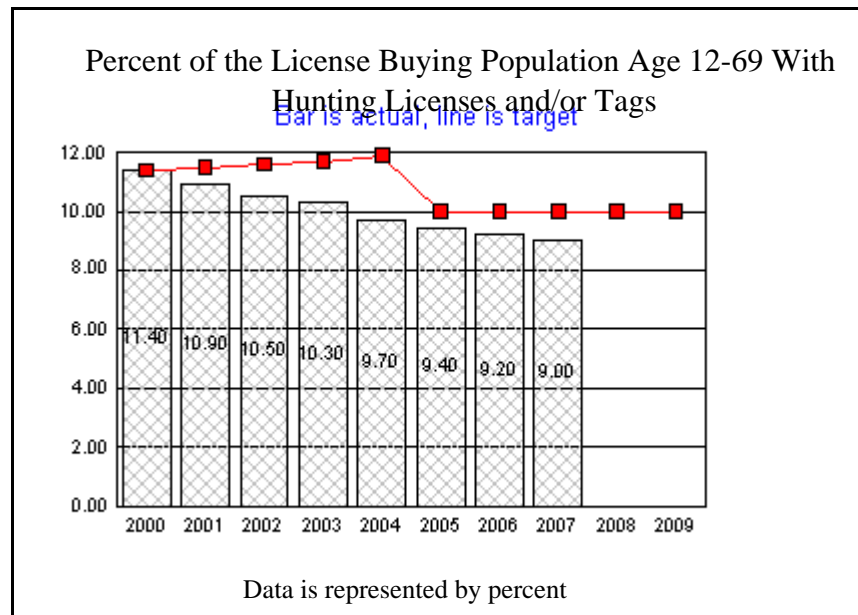
4. CHALLENGES

Key performance challenges that the agency faces are characterized by agency principles that include: 1) fiscal integrity, 2) workforce enhancement, 3) proactive and solution-based fish and wildlife management and 4) effective relationships based on trust and confidence.

5. RESOURCES AND EFFICIENCY

Efficiency measures are not easily developed for ODFW functions without data collected specifically for that purpose.

KPM #1	Hunting License Purchase - 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	The ODFW license database and the Oregon Economic and Revenue Forecast, Department of Administrative Services	
Owner	ODFW, Administrative Services Division, Christine Broniak, (503) 947-6161	



1. OUR STRATEGY

The agency maintains game population levels to satisfy goals related to wildlife conservation and recreational opportunities. To help meet this end, cooperative activities of the Access and Habitat Program are focused on improving habitat quality and access to private lands. In addition, a

committee composed of agency and hunting representatives has been convened to explore issues related to hunter recruitment and retention.

2. ABOUT THE TARGETS

The original targets anticipated growth, but in 2005 a more realistic target defined as 10% of the state resident population was adopted.

3. HOW WE ARE DOING

Measured in proportion to growing state population, participation in hunting is declining in Oregon. Since 2000, the participation rate for hunting has declined from 11.4% to 9.0% of the State population ages 12-69.

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 during the last decade.

5. FACTORS AFFECTING RESULTS

The quality of recreational opportunities that the state provides is reflected in part by license sales. Yet, many social factors also affect the level of participation such as tastes and preferences and State population demographics.

Causes of the variance 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, (3) tastes and preferences are changing, and (4) recruitment of young people to hunting is declining.

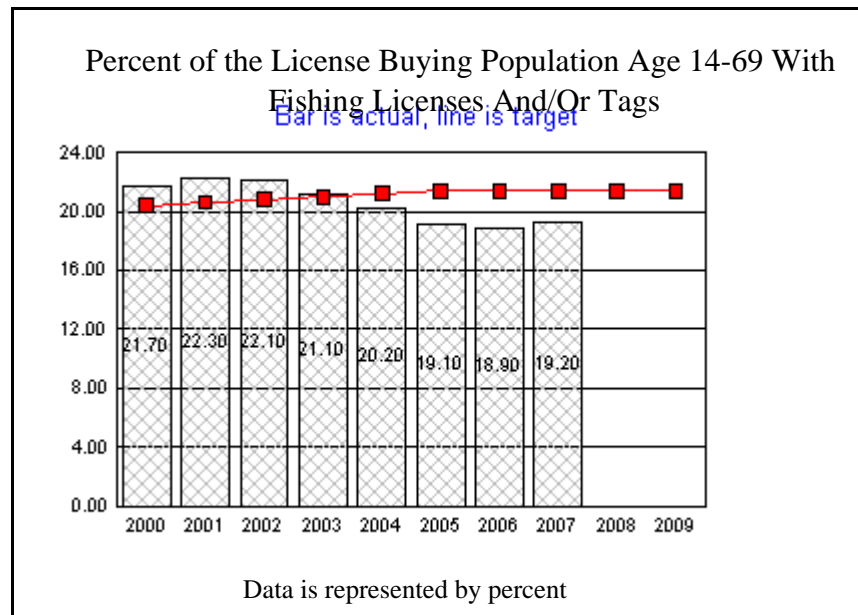
6. WHAT NEEDS TO BE DONE

The agency will continue to maintain terrestrial game species at levels needed to satisfy statewide goals related to wildlife conservation and recreational opportunities. Within biological constraints, the agency also needs to improve the quality of hunting experiences according to hunter preferences. The Access and Habitat Program, a cooperative program between landowners, hunters and ODFW aimed at increasing the amount and quality of wildlife habitat, and increasing hunter access to private lands, needs to be continued.

7. ABOUT THE DATA

Data are reported by calendar year. The license and population data are accurate, but the underlying causes of the declines in hunter numbers need additional investigation.

KPM #2	Angling License Purchase - Percent of the license buying population with angling licenses and/or tags.	2000
Goal	The measure is 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	The ODFW license database and Oregon Economic and Revenue Forecast, Department of Administrative Services	
Owner	ODFW, Administrative Services Division, Christine Broniak, (503) 947-6161	



1. OUR STRATEGY

The agency maintains and enhances fish population levels to satisfy goals related to conservation and recreational opportunities. To help meet this end, hatcheries are utilized for stocking of anadromous species and trout. In addition, ODFW invests in youth fishing programs to recruit future

anglers to fishing.

2. ABOUT THE TARGETS

The original targets anticipated growth, but in 2005 a more realistic target defined as a constant proportion of the state resident population at 21.4% was adopted.

3. HOW WE ARE DOING

Measured in proportion to growing state population, participation in angling in Oregon is declining. Since 2001, the participation rate for angling has declined from 22.3% to 19.2% of the State population ages 14-69.

4. HOW WE COMPARE

Similar trends have been observed on a national and regional basis. Adjacent states of California and Washington have exhibited similar stagnation in angling license sales during the last decade.

5. FACTORS AFFECTING RESULTS

The number of licensed anglers is an indication of the quality of recreational opportunities that the state provides. Although fish abundance is a major factor, social factors such as tastes and preferences and state population demographics also affect participation.

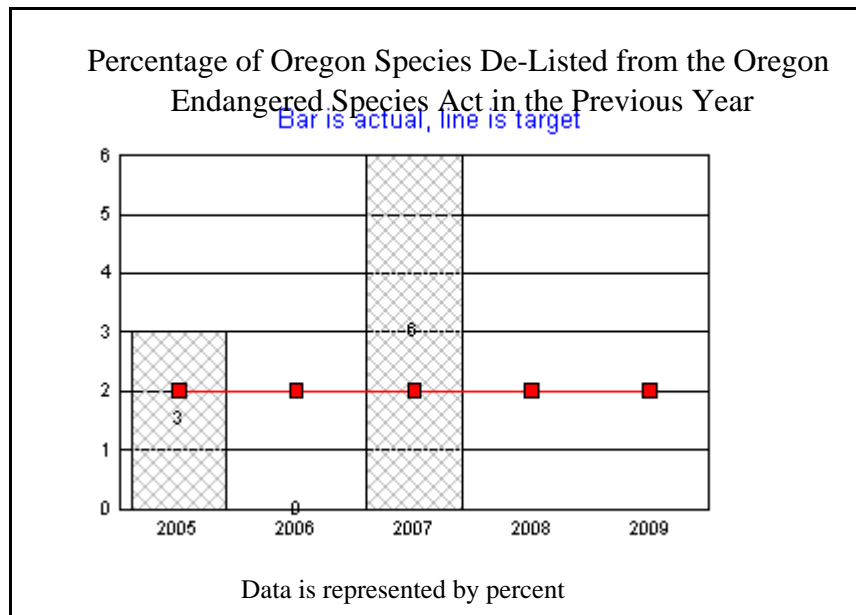
6. WHAT NEEDS TO BE DONE

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 needs to improve the quality of angling experiences by considering angler preferences. A step in this direction is the ODFW 2006 Oregon Freshwater Angler Survey.

7. ABOUT THE DATA

Data are reported by calendar year. The license and population data are accurate, but the underlying causes for recent declines in angler numbers require additional investigation.

KPM #3	Oregon Listed Species - The percentage of species listed as threatened or endangered under the Oregon Endangered Species Act that have been de-listed in the last year.	2005
Goal	The general goal of conserving threatened and endangered species	
Oregon Context	The goal is related to OBMs #85, #86 and #87, percent of monitored freshwater, marine, and terrestrial vertebrate species not at risk.	
Data Source	U.S. Fish and Wildlife Service list of endangered and threatened species	
Owner	Wildlife Division, Audrey Hatch (503) 947-6320 and Fish Division, Mary Hanson (503) 947-6253	



1. OUR STRATEGY

Related activities include: population monitoring, fish passage, harvest management, and habitat management and conservation. The Oregon Wildlife Conservation Strategy is a comprehensive state effort to conserve Oregon’s wildlife. The Wildlife Conservation Strategy involves the use of

voluntary incentives that are related to many of these activities and includes public, nonprofit and private partners.

2. ABOUT THE TARGETS

The targets indicate progress toward improving the condition of state listed endangered and threatened wildlife and fish populations. The annual percent change is somewhat arbitrary because historical changes due to de-listings have been infrequent.

3. HOW WE ARE DOING

De-listing is generally a slow process that requires reversal of population trends. These trends were often established over decades with causes related to habitat degradation, overharvesting or invasive species. Since this is a new measure and the relevant timeframe may be decadal, it is difficult to define progress in achieving the targets.

4. HOW WE COMPARE

Progress in the western region of the United States is likely to be similar.

5. FACTORS AFFECTING RESULTS

This is a new measure, but historically the number of listed species changes slowly. The reversal of population trends requires modification of factors that originally caused the threat of extinction and subsequent listing of species. Often habitat degradation or other factors that affect population abundance cannot be readily modified due to potential impacts on activities such as power generation or agriculture. The interplay of these factors is complex and long-term (decades rather than years).

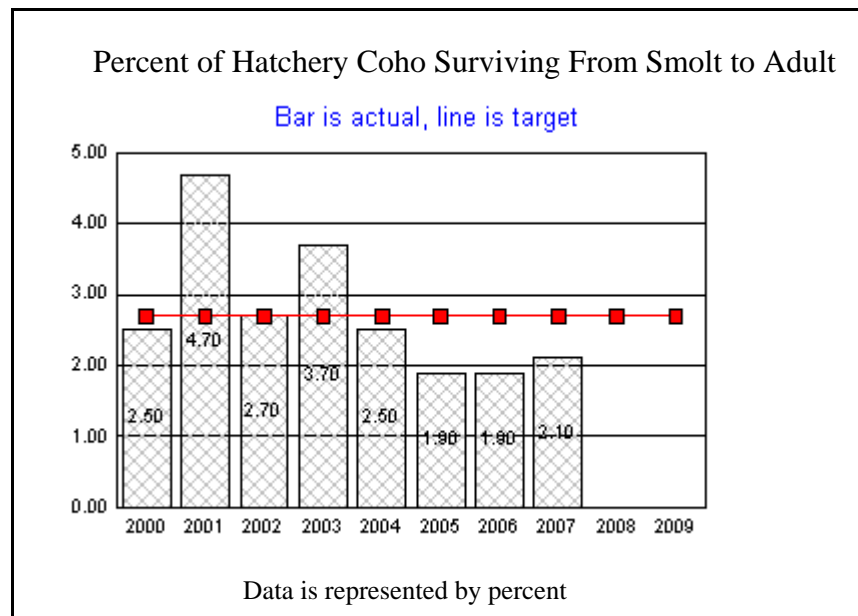
6. WHAT NEEDS TO BE DONE

The agency will continue to work toward solutions to many of the root causes of the original declines in the populations of endangered and threatened species. Often these factors are related to degradation or loss of habitat.

7. ABOUT THE DATA

These data are collected an annual basis although the relevant timeframe is likely to be much longer.

KPM #4	Coho Hatchery Fish - Percent of hatchery Coho surviving from smolt to adult.	2000
Goal	The goal is directly related to providing recreational benefits to licensed anglers and the agency's mission, "To protect and enhance Oregon's fish and wildlife resources and their habitats for use and enjoyment by present and future generations."	
Oregon Context	Department seeks to improve returns through appropriate stocking and management strategies.	
Data Source	ODFW, Fish Division, coded wire tag and landings data from commercial and recreational fisheries	
Owner	ODFW, Fish Division, Charles Corrarino (503) 947-6213	



1. OUR STRATEGY

Stages from egg to smolt are cultured in agency hatcheries and released into rivers. Adults are fished in the ocean, estuaries and rivers by recreational anglers and to lesser degree commercial fishers. An important factor that drives angling activity is the abundance of fishery resources.

The relative success of coho stocking contributes directly to use and enjoyment of angling license holders and commercial fishing revenues.

2. ABOUT THE TARGETS

The target consists of the long-term average survival of 2.68% (last 21 years).

3. HOW WE ARE DOING

Relative to the 21-year average of 2.68%, coho survival has been near or above this level between 2000 and 2004. For the most recent years the level has dropped below the long-term average. Environmental influences play a major role, often the most important role, in the level of observed survival. Yet, the agency also seeks to improve smolt survival to adult through appropriate stocking and management strategies.

4. HOW WE COMPARE

Comparison of hatchery operations and smolt survival are difficult to compare due to site specific conditions.

5. FACTORS AFFECTING RESULTS

Environmental factors, especially ocean conditions dictate hatchery coho survival. Years with relatively low survival during the 1990s were the result of poor ocean conditions.

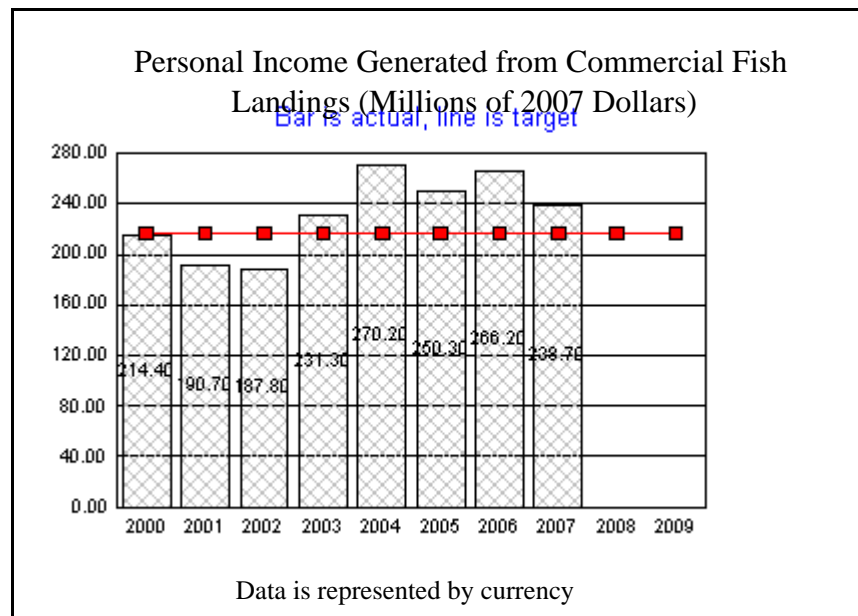
6. WHAT NEEDS TO BE DONE

The agency will continue to explore strategies that enhance survival, to improve our understanding of the underlying factors related to stocking success, and research the relationship of hatchery fish to naturally occurring populations. As part of these efforts the Hatchery Research Center will investigate factors related to these concerns such as the proper role of hatcheries.

7. ABOUT THE DATA

These data are reported by calendar year.

KPM #5	Commercial Fisheries - Personal income in millions generated from commercial fishery landings.	2000
Goal	The measure is directly related to 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	Linked to several economic benchmarks: OBM#1-Employment in rural Oregon, OBM#4-Job growth total and OBM#11-Per capita income.	
Data Source	ODFW fish ticket information and data analysis	
Owner	ODFW, Administrative Services Division, Christine Broniak, (503) 947-6161	



1. OUR STRATEGY

Effective conservation and management are needed to ensure the long-term productive potential of fish populations. Agency actions to conserve fish populations and stock salmon enhance commercial fishing opportunities. The fishing industry also depends on a positive regulatory climate that

requires special attention to communication between the agency and industry.

2. ABOUT THE TARGETS

The target level is identified as the average personal income from the last 10 years (1998 to 2007). Inflation is accounted for by using an index, the GDP deflator, to convert nominal dollars to real dollars and to update the target into an average of real dollars for the previous 10 years. (2007 data are preliminary)

3. HOW WE ARE DOING

These data illustrate that the economic impact of commercial fisheries in Oregon has been either stable or growing in the last five years.

4. HOW WE COMPARE

Direct comparisons are difficult to make between different state commercial fisheries due to different resource endowments and other site specific factors.

5. FACTORS AFFECTING RESULTS

Recent personal income levels are above the 10-year average. Although effective management is required to maintain fisheries, environmental conditions also play an important role in marine fishery production. Environmental conditions affect the distribution and abundance of many commercial species. Commercial landings vary with these environmental changes.

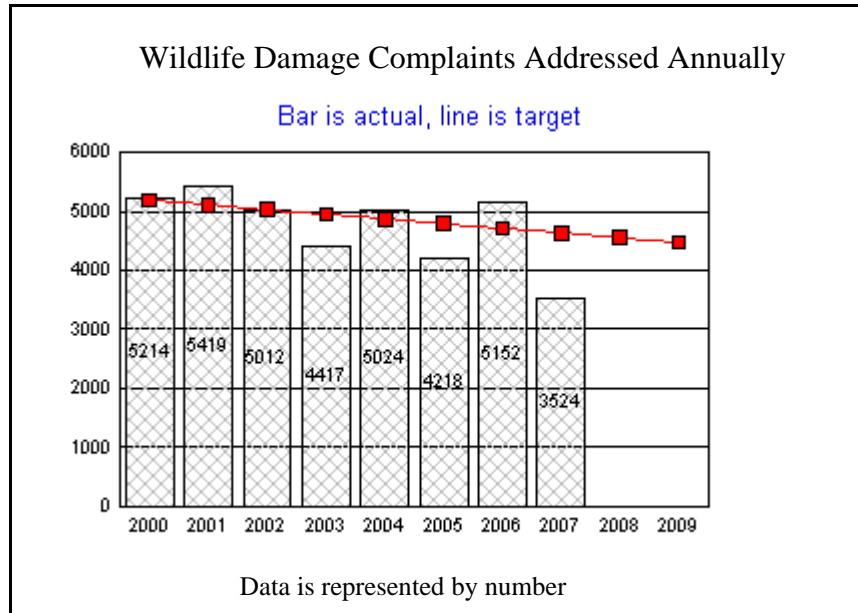
6. WHAT NEEDS TO BE DONE

Interdisciplinary approaches are needed to improve the profitability of commercial fisheries while conserving the fishery resource. Management institutions that provide for a more favorable regulatory environment should be explored.

7. ABOUT THE DATA

Data are reported by calendar year. An input/output model is used to determine personal income resulting from commercial landings in Oregon

KPM #6	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 livestock ranches and private property.	
Data Source	ODFW, Wildlife Division damage complaint database	
Owner	ODFW, Wildlife Division, Larry Cooper (503) 947-6311, Tom Thornton (503) 947-6310	



1. OUR STRATEGY

The Wildlife Division 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 are being found.

3. HOW WE ARE DOING

The total number of complaints has varied from a low of 3,524 in 2007 to the highest level of 5,419 in 2001. There is no clear trend between 2000 and 2007 although the annual numbers has remained near the average of approximately 5,000 per year. Future reporting might 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. Many other factors are also relevant such as weather conditions, ecological conditions and movement of people from urban to rural areas.

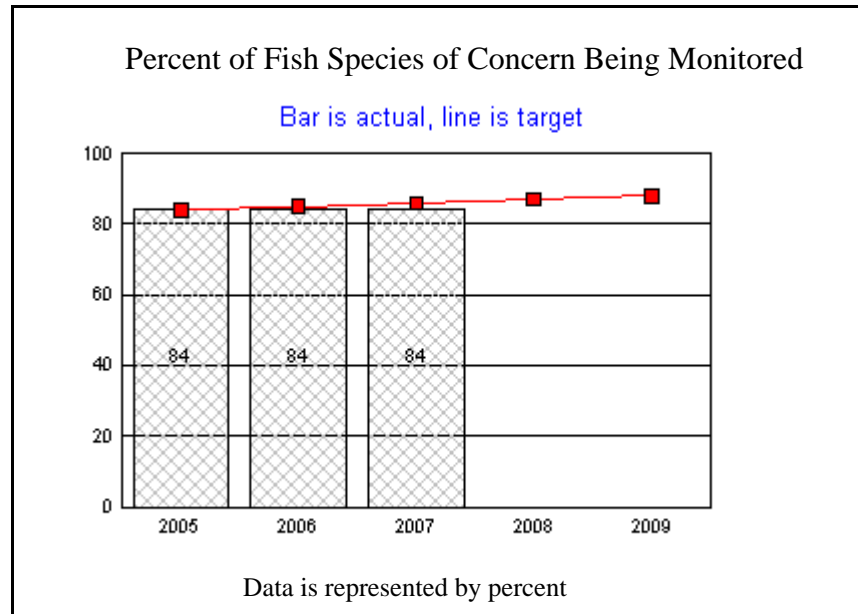
6. WHAT NEEDS TO BE DONE

ODFW wildlife personnel will continue working with landowners 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. Since all categories of damage complaints are reported, greater detail regarding specific types of damage might be obtained from the wildlife division damage complaint database.

KPM #7	Oregon Species Concern - Percent of fish 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 is linked to OBMs #86a and b - percent of monitored freshwater species not at risk	
Data Source	Oregon list of endangered, threatened and sensitive fish species	
Owner	Wildlife Division, Martin Nugent (503) 947-6309 and Fish Division, Mary Hanson (503) 947-6253	



1. OUR STRATEGY

Monitoring of population trends and relationships between fish populations and environmental factors are the basis of future management decisions. The Wildlife Conservation Strategy is 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. The target is somewhat arbitrary because this is a relatively new measure without historical context. The specific activities and goals associated with different monitoring efforts are not considered by the target. In addition, monitoring all species 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 relatively large proportion of fish species of concern are currently monitored. 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

4. HOW WE COMPARE

Comparable standards specific to Oregon do not exist.

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 an actual decrease in number of species monitored. To make the reporting of monitoring efforts more meaningful, greater depth is needed to understand the extent of monitoring efforts

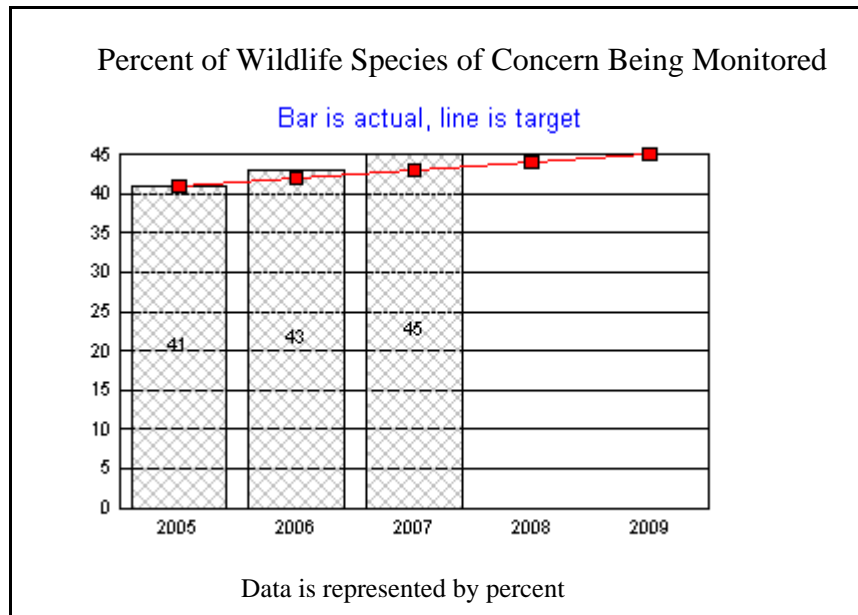
6. WHAT NEEDS TO BE DONE

The agency will continue to seek funding sources that will allow for increased monitoring of these fish species.

7. ABOUT THE DATA

These data are provided by agency personnel from their knowledge of monitoring on an ongoing basis.

KPM #8	Oregon Species 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 OBMs #88a-percent monitored terrestrial vertebrate species not at risk	
Data Source	Oregon list of endangered, threatened and sensitive species	
Owner	Wildlife Division, Martin Nugent (503) 947-6309 and Audrey Hatch (503) 947-6320	



1. OUR STRATEGY

Monitoring of population trends and relationships between wildlife populations and environmental factors are the basis of future management decisions. The Wildlife Conservation Strategy is 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. The target is somewhat arbitrary because this is a new measure without historical context. The activities and goals associated with different monitoring efforts are not considered by the target. In addition, monitoring all species 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 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.

4. HOW WE COMPARE

Comparable standards specific to Oregon do not exist.

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 an actual decrease in number of species monitored. To make the reporting of monitoring efforts more meaningful, greater depth is needed to understand the extent of monitoring efforts.

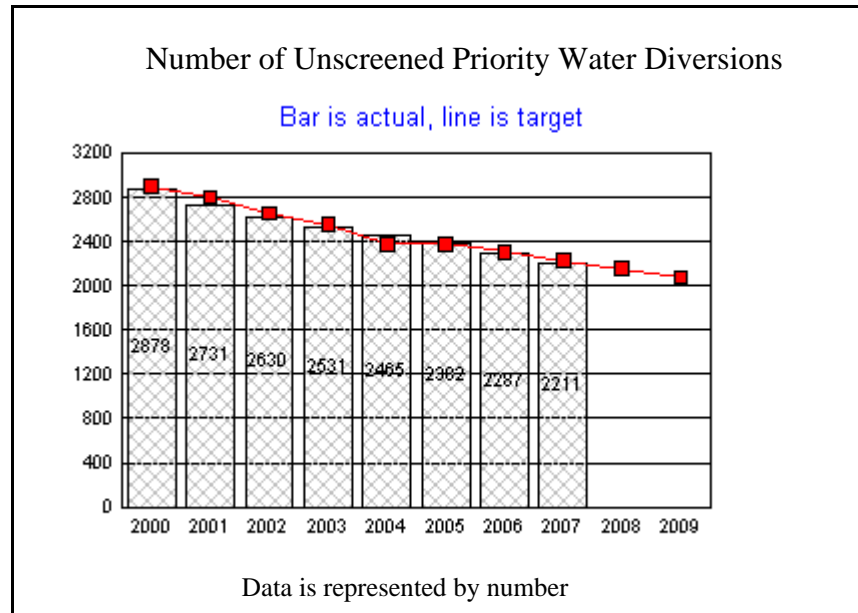
6. WHAT NEEDS TO BE DONE

The agency will continue to seek funding sources that will allow for increased monitoring of these wildlife species.

7. ABOUT THE DATA

These data are provided by agency personnel from their knowledge of monitoring on an ongoing basis.

KPM #9	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 OMB#86 a and b, percent of freshwater species not at risk	
Data Source	Fish Screening and Passage Program annual information	
Owner	Fish Division, Fish Screening and Passage Program, Lisa Kingsley (503)947-6211	



1. OUR STRATEGY

The measure is linked to the goal of improving survival rates of migrating salmon and steelhead, and improving fish habitat by decreasing the number of unscreened priority water diversions.

2. ABOUT THE TARGETS

The number of unscreened diversions decreases overtime as diversions are screened.

3. HOW WE ARE DOING

Reducing the number of unscreened diversions will decrease fish mortality. This should contribute directly to freshwater fish population health. The program has generally met and at times exceeded targets throughout the time period.

4. HOW WE COMPARE

Comparable standards specific to Oregon do not exist.

5. FACTORS AFFECTING RESULTS

The number of screens installed in each of the last four of five years has exceeded the targeted decrease in unscreened priority water diversions. Causes of variance include (1) the nature and relative size of specific diversions and (2) the costs of the diversion.

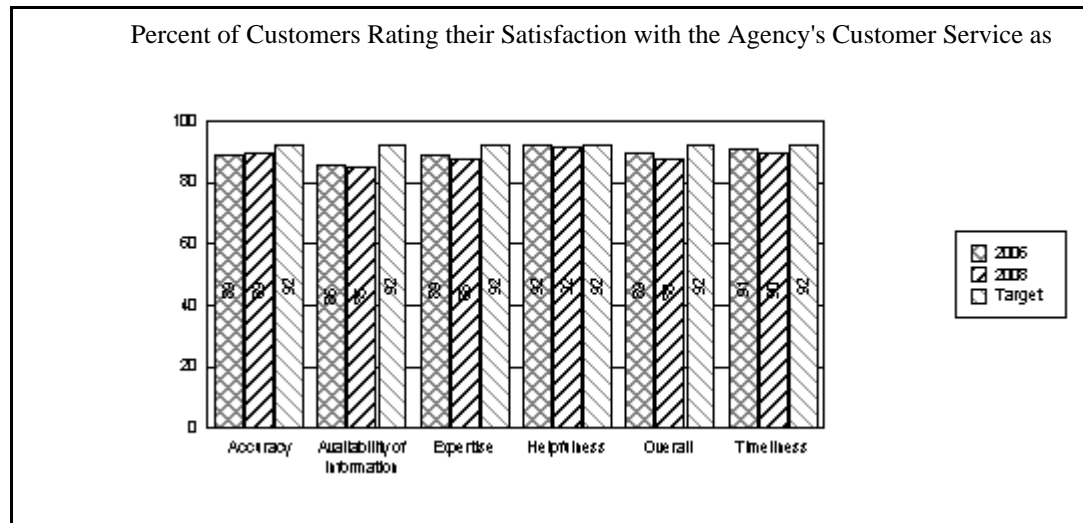
6. WHAT NEEDS TO BE DONE

ODFW will continue to develop cooperative relationships with landowners and other entities.

7. ABOUT THE DATA

Data are reported by calendar year.

KPM #10	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 and counter customers	
Owner	ODFW Customer Service Workgroup, Christine Broniak (503)947-6161	



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 constituents.

2. ABOUT THE TARGETS

We have set a target slightly over our current performance levels to set a goal for improvement of customer service. Currently all six measures are represented in the adjacent graphic.

3. HOW WE ARE DOING

Satisfaction with the agency's customer service as "good" or "excellent" ranged from 85.1% to 91.5% for all six categories. However, for availability of information at 85.1%, it appears that improvement is possible.

4. HOW WE COMPARE

ODFW's customer satisfaction numbers are on par with most other agencies. Each agency faces a unique situation in serving its customers, with varying workloads and complexity of transactions.

5. FACTORS AFFECTING RESULTS

For the total customer population surveyed, the margin of error was less than 2 percentage points. It did not appear that coverage, non-response and measurement errors were problematic nor would these factors significantly change survey results.

6. WHAT NEEDS TO BE DONE

Generally there is a need to use this feedback to improve services. One specific area to improve is information availability.

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 May 1, 2008 with all surveys received by June 19, 2008;

d) Sampling frame: The sample frame was restricted to resident customers that had service (had contact with ODFW staff) during the 2007 calendar year. Customer addresses were obtained from ODFW databases for the following four populations,

(1) Commercial license holders (fishing permits, fishing license, and fur taker licenses)

(2) People who had filed wildlife damage or sighting reports

(3) Landowners enrolled in the Landowner Preference Program (LOP), and

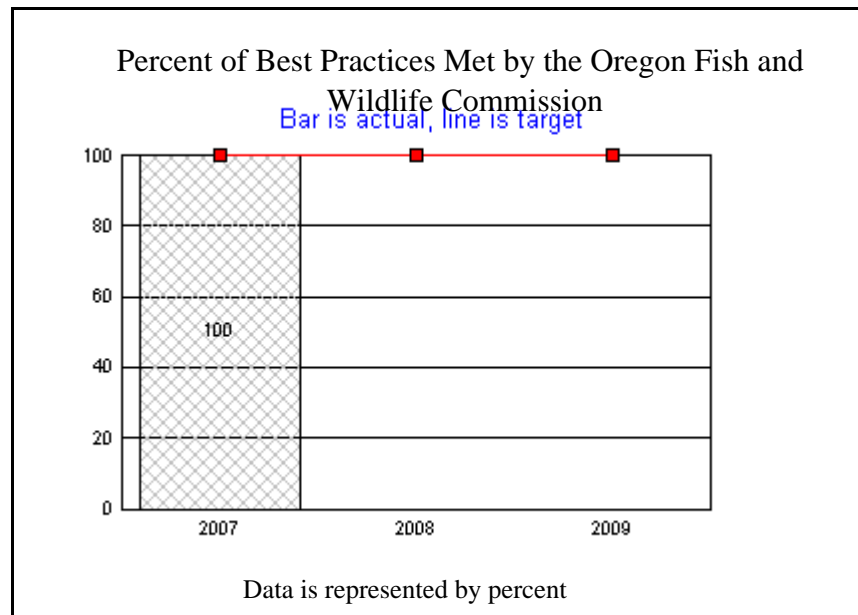
(4) Sport license holders who made purchases through an ODFW office.

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 a cover letter explaining the purpose of the survey and a self-administered questionnaire contained on a self-addressed stamped postcard.

f) Sample characteristics: The target margin of error for this survey was +/- 5 percentage points with 95% confidence. In other words, the true proportions for the population proportions answering "Excellent", "Good", "Fair", "Poor", or "Don't Know" for each question were simultaneously to be within the confidence interval around the estimated proportion with a confidence level of 0.95 (i.e., $\alpha=0.05$). A potentially low response rate was anticipated and accommodated for by inflating the required sample sizes. The actual response rate was 35.6%.

g) Weighting: Separate estimates were calculated for each of the four population strata and then combined according to standard formulae for stratified random sampling.

KPM #11	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 Administrative Services Division, Christine Broniak, (503)947-6161.	



1. OUR STRATEGY

To assess current and develop future commission activities according to best practices guidelines resulting in more effective commission practices. 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

Since ODFW currently meets the criteria, the target will remain at 100%. Efforts will be made to improve processes to meet and exceed the criteria.

3. HOW WE ARE DOING

This is the first assessment against best practices criteria. All of the best practices are currently met in some form.

4. HOW WE COMPARE

Other boards and commissions have practices that vary widely; it is likely that at least a few other boards have 100% of their best practices met.

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 will allow the Commission to start to think about how its activities meet best practices standards. With this information in mind, improvements can be made where they are identified.

7. ABOUT THE DATA

The data are reported for fiscal year 2007 and are reviewed annually by the commission members. A summary of the commission self-assessment is available upon request.

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.

<p>1. INCLUSIVITY</p>	<p>* Staff : The Director’s office and Executive Leadership Team developed and finalized several of the 05-07 performance measures while wildlife and fisheries staff provide relevant data and advice concerning data interpretation</p> <p>* Elected Officials: • Elected Officials: Legislators added several 05-07 measures directly.</p> <p>* Stakeholders: None</p> <p>* Citizens: None</p>
<p>2 MANAGING FOR RESULTS</p>	<p>Performance measures are too general for direct application to agency management. It is virtually impossible to develop measures that are relevant to both agency operations and communication of general outcomes to the public. Operationally meaningful measures would require more detail that managers need for development of project objectives, budget development, resource allocation and implementation.</p> <p>The agency has undertaken several internal and external initiatives such as crab pot limits, an updated cougar management plan, recovery planning for selected native fish populations, Diamond Lake restoration, and development of a new Point of Sale system for license vendors. Successful implementation of these efforts will indirectly impact performance measures.</p>
<p>3 STAFF TRAINING</p>	<p>An Agency representative has attended several Progress Board meetings and utilized materials provided by the Progress Board. Additional training was provided through attendance in a 4 day summit on performance measures hosted by the Performance Institute of Arlington, VA.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff : Web page to communicate ongoing agency progress across divisions</p>

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| | <ul style="list-style-type: none">* Elected Officials: Budget documents to relate agency progress for topics of special interest to elected officials.* Stakeholders: Web page and budget document to provide general agency information.* Citizens: Web page to provide general agency information. |
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