

STATE LANDS, DEPARTMENT OF

Annual Performance Progress Report (APPR) for Fiscal Year (2007-2008)

Proposed KPM's for Biennium (2009-2011)

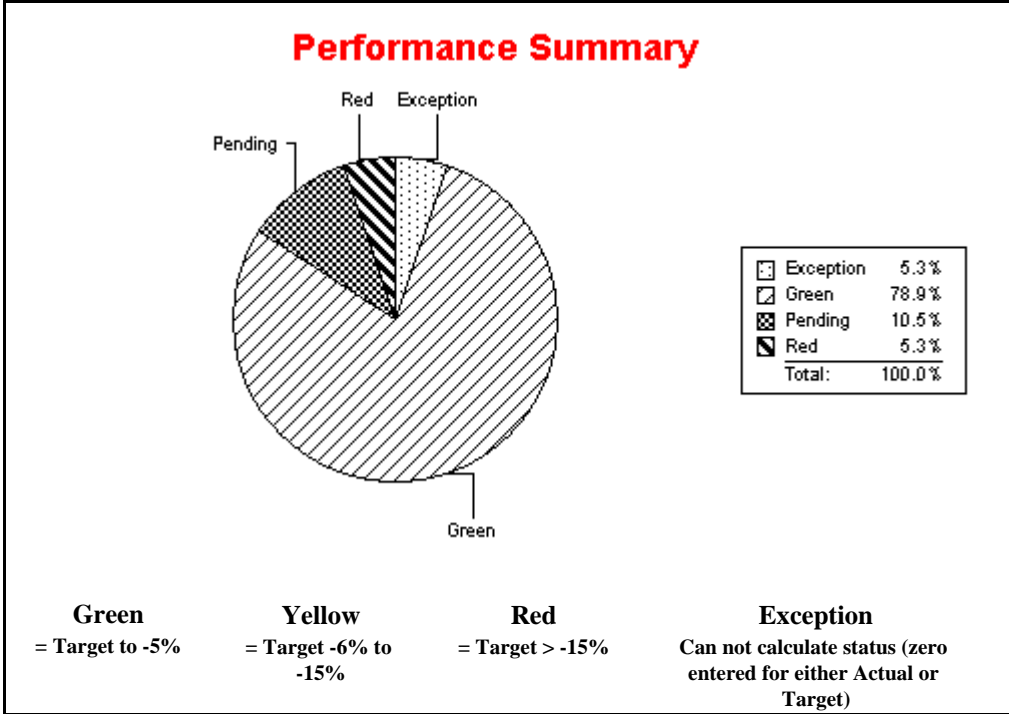
Original Submission Date: 2008

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
1	Increase in revenues to the Common School Fund - Percent annual increase in revenues from all agency activities.
2	Increase unclaimed property holder reporting. - Percent annual increase in amount of unclaimed property reported and remitted annually.
3	Net Operating Income - Change in net operating income for all Common School Fund land assets.
4	Total annual revenue from real estate assets - Change in total annual revenue obtained from management of Common School Fund real estate assets.
5	Net Revenue from Escheated Estates - Increase in net revenue from escheated estates.
6	Administrative and Operational Costs - Percent of program revenue streams used to cover administrative and operational costs of programs.
7	Completed Resource Inventories - Percent of DSL lands and waterways with completed resource inventories.
8	Completed Management Plans or Policies - Percent of DSL lands and waterways with completed area management plans or policies.
9	No Net Loss of Wetlands - Percent change in wetland acreage due to permit actions.
10	Annual Resolution of Removal-Fill Violations - Percent of removal-fill violations coming in during fiscal year that are resolved within one year.
11 a	Permit Compliance - Rate of compliance with removal-fill permit conditions. (Wetland)
11 b	Permit Compliance - Rate of compliance with removal-fill permit conditions. (Non-Wetland)
12	Permit Decisions Made within Statutory Time Period - Percent of permit decisions made within 120 days after receipt of an application.

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
13	Use of Payment to Provide Moneys - Percent payment-to-provide money received in Mitigation Bank Fund obligated and committed within one year.
14	Economic Revitalization Team Customer Service - Percent of local participants who rank the Department involvement in Economic Revitalization Team process as good to excellent.
15	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.
16	South Slough National Estuarine Research Reserve Recommended Actions - Percent of education activities and research projects used to educate students, coastal decision-makers or the general public in a way that helps to resolve problems.
17	South Slough National Estuarine Research Reserve Operation Costs Leveraged. - Percent of SSNERR operations funded from sources other than CSF, including leverage from grants, fees, program revenues and gifts.
18	Best Practices - Percent of total best practices met by the Board.

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STATE LANDS, DEPARTMENT OF	I. EXECUTIVE SUMMARY
Agency Mission: The mission of the Department of State Lands is to ensure a legacy for Oregonians and their public schools through sound stewardship of lands, wetlands, waterways, unclaimed property, estates and the Common School Fund.	
Contact: Cynthia Wickham	Contact Phone: 503-986-5227
Alternate: Pamela Konstantopoulos	Alternate Phone: 503-986-5283



1. SCOPE OF REPORT

This report addresses activities included in all Common School Fund programs of the Department of State Lands (DSL) and activities of the South Slough National Estuarine Research Reserve (SSNERR). The DSL programs addressed by KPMs in this report include land and waterway management, escheated estates, removal-fill permitting, wetlands identification and technical assistance and unclaimed property. The SSNERR KPMs address education and research programs and also provide information about how well the SSNERR is able to leverage funds to reduce reliance on the Common School Fund. The report also includes performance measures that evaluate customer satisfaction for the agency as a whole. This report does not address the investment activities of the Oregon Investment Council related to the Common School Fund or activities and

programs of the Natural Heritage Program, specific capital improvements to Common School Fund assets or internal functions critical to the agency's success, such as accounting and human resources.

2. THE OREGON CONTEXT

The most important activity of the Department of State Lands is to generate revenue for public schools in Oregon through the management of the Oregon trust lands in a manner that assures revenues to schools for the current generation and future generations. The agency also protects waterways and wetlands through implementation of the state removal-fill permitting program and wetland technical assistance. These activities as a whole relate specifically to only one Oregon Benchmark, #78, Wetlands. However, the activities of the Department also contribute to all education benchmarks by providing revenues for quality public education in Oregon; to Benchmark #78, Stream Water Quality; and through the leasing of agricultural, range and forestlands, to Benchmarks #80 and 81, Preserving Timber and Agricultural Lands. The activities of the SSNERR are of increasing importance to the state as more is learned about the role of oceans and estuaries in global ecological health, and as more activities are taking place in Oregon's Territorial Sea. The research conducted by the SSNERR and the education of both children and key coastal leaders that is provided by SSNERR is invaluable to decision-making related to Oregon's coast.

3. PERFORMANCE SUMMARY

Generally, DSL is moving forward on a positive trajectory, showing progress toward achievement of targets with 18 KPMs. In November 2006, almost all of DSL's measures were substantially amended or deleted and replaced. Thus, this report reflects the first full year of data and measurements for many of the KPMs. However, based on the best available data, DSL has made progress toward achieving most of these targets, if not meeting the target, and reversing downward trends from previous years.

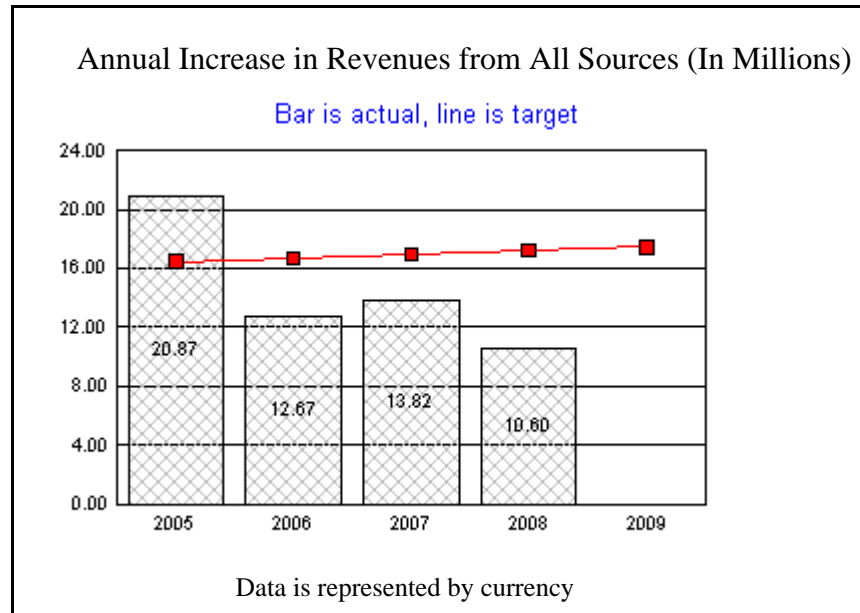
4. CHALLENGES

Market conditions play a critical role in the amount of revenues coming to the Common School Fund in the form of timber revenues, and DSL has limited control over some factors affecting the rate of harvest in the Elliot State Forest.

5. RESOURCES AND EFFICIENCY

During fiscal year 2008, the total expenses of the Department of State Lands were \$15.7 million (including expenses of the Department of Forestry in managing Common School Fund forestland) and revenues from all sources (excluding investment of the Fund) were \$19.0 million. DSL has established a number of KPMs (#3, 4, 5, 6) that will serve as indicators of whether the agency is efficiently managing the Common School Fund Assets. KPMs 10, 11, 12 and 13 are efficiency measures related to the removal-fill permit program and the agency's efficiency in processing permits in a timely manner.

KPM #1	Increase in revenues to the Common School Fund - Percent annual increase in revenues from all agency activities.	2003
Goal	GOAL 5: Common School Fund - To protect and enhance the value of the Common School Fund (both short- and long-term) through close monitoring of investments to maximize distributions to schools.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	Data is derived by calculating the rate at which the agency is raising revenue, the net of which becomes a part of the corpus of the Common School Fund.	
Owner	Finance & Administration, Cynthia Wickham (503) 986-5227.	



1. OUR STRATEGY

The agency is seeking to manage assets with a view to achieving the greatest possible return to the Fund. The agency will continue to increase the

number of activities under lease, administer lessee compliance and ascertain whether the fair market value is received for leases. The state must also dedicate resources and make investments necessary to achieve this goal. The Department is exploring new activities (e.g. wind and wave energy leases) and purchase or exchange for lands with higher earning potential than current lands. During 2005, DSL identified a number of land parcels in Central Oregon for selection as in-lieu lands, and in FY 2008 progress was made in the process to have the U.S. Bureau of Land Management transfer those parcels to the state to satisfy remaining Common School land debt owed to the state from the federal government. The process to acquire these parcels will continue for a few more years. Acquisition of these properties is a key component of DSL's plan to increase revenues to the Common School Fund. In addition, effort is being made to reevaluate the costs associated with agency activities and minimize expenses whenever possible.

2. ABOUT THE TARGETS

These targets represent an annual increase of 1.5%. The targets were established with a view to maintaining a steady sustainable growth rate. If the agency activities continue to demonstrate the ability to sustain a higher rate of growth, these targets will be revisited.

3. HOW WE ARE DOING

Revenues in fiscal year 2008 were down by 22.8% as a direct result of reduced timber harvest revenues. The single largest effect on the revenues is the reduction of timber harvest receipts. Fiscal year 2009 timber revenues are expected to surpass fiscal year 2008 receipts significantly. Removing the timber revenues from the calculation results in an increase of other revenues of 8.5%.

4. HOW WE COMPARE

Unavailable at this time. The agency has completed an update of its Asset Management Plan, which will examine land values and returns. We will also look at other public and private returns in comparison to the success of the agency.

5. FACTORS AFFECTING RESULTS

The wide variances year over year in the timber revenue stream will continue to impact the fiscal year reports. Other activities aimed at generating revenue, such as the transfer of land from BLM to the Common School fund and full implementation of the Asset Management Plan, are long range and results will not be realized immediately.

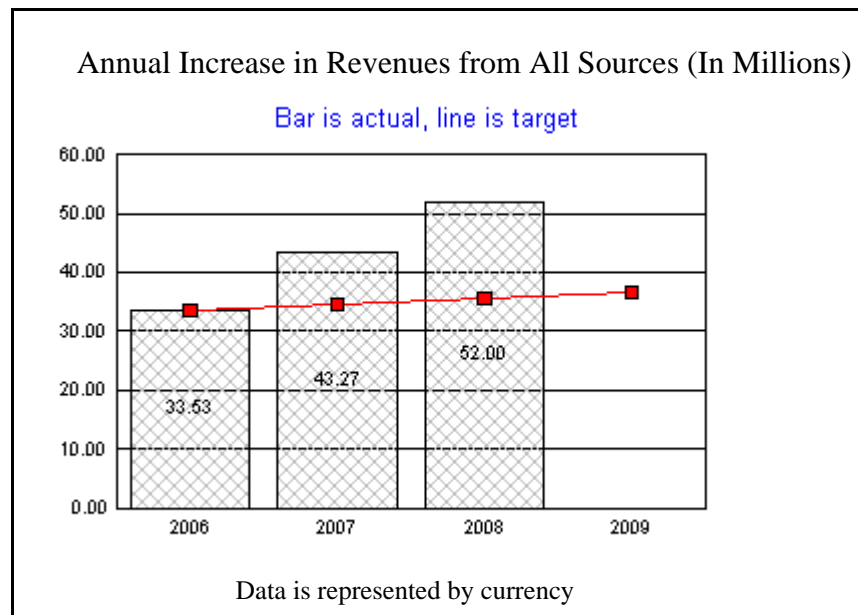
6. WHAT NEEDS TO BE DONE

The agency will continue its strategies to increase revenues. Full implementation of the revised Strategic Plan and Asset Management Plan will improve revenue generation. The 2009-11 Agency Budget request includes continuation of the resources approved in the 2007-09 Budget to generate revenues and fully accomplish the agency mission.

7. ABOUT THE DATA

This data is based on the Oregon fiscal year. It is derived from the official State Financial Management Application (SFMA) data. Data within this system is reviewed regularly throughout the biennium to ensure accuracy in reporting. Persons wanting additional or disaggregated data can contact the Department of State Lands, Finance and Administration Division at (503) 986-5227.

KPM #2	Increase unclaimed property holder reporting. - Percent annual increase in amount of unclaimed property reported and remitted annually.	2001
Goal	GOAL 3: Unclaimed Property - To enhance public service and outreach, improve unclaimed property processing efficiencies, increase compliance with reporting laws, and increase receipts to the Common School Fund.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	Total amount of unclaimed property received annually by the Department of State Lands.	
Owner	Unclaimed Property Section, Patrick Tate, (503) 986-5248.	



1. OUR STRATEGY

The unclaimed property program is the leading source of receipts deposited into the Common School Fund. Increasing receipts to the corpus of the Common School Fund results in higher income and enables a larger distribution to the public schools.

2. ABOUT THE TARGETS

The target of 3% annual increase in receipts is intended to demonstrate continued progress in increasing compliance with unclaimed property reporting and remitting requirements. Increased receipts demonstrate increased compliance.

3. HOW WE ARE DOING

Total receipts in 2008 are 16.4% more than the 2007 receipts. The result is due in part to increased holder outreach and voluntary compliance. Another factor is the liquidation of a large number of stock shares received in 2006 as a result of several insurance companies demutualizing and remitting shares due non-locatable owners. The overall trend of increasing receipts should remain steady and consistent.

4. HOW WE COMPARE

Each state has a single unclaimed property program. Receipts are dependent upon a variety of factors including, but not limited to, population, predominant industry types, and date of statutory implementation. Nationally, the states are experiencing a rise in compliance and receipts due to local and national outreach and education.

5. FACTORS AFFECTING RESULTS

There will be another noticeable spike in receipts in fiscal year 2009 due to a dormancy period change enacted by the 2007 Legislature. The five-year dormancy period was changed to three years effective with the November 2008 report cycle. Entities reporting the type of property affected by the change will be reporting three years worth of property in order to “catch-up” to the correct dormancy period.

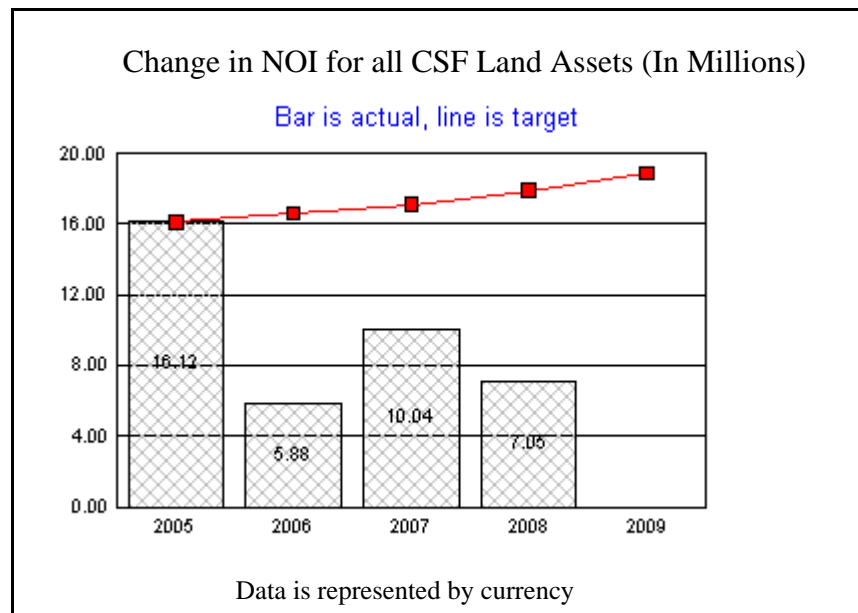
6. WHAT NEEDS TO BE DONE

The agency will continue to conduct outreach on a statewide basis to educate the holders of unclaimed property and participate with the national organizations to develop and maintain awareness of reporting responsibilities and continued compliance.

7. ABOUT THE DATA

The data is calculated by comparing the actual cash receipts according to the SFMA and reporting the change as a percentage.

KPM #3	Net Operating Income - Change in net operating income for all Common School Fund land assets.	2006
Goal	GOAL 5: Common School Fund - To protect and enhance the value of the Common School Fund (both short- and long- term) through close monitoring of investments to maximize distributions to schools.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	SFMA	
Owner	Land Management Division, Steve Purchase/John Lilly, (503) 986-5279/(503) 986-5281.	



1. OUR STRATEGY

Manage real estate assets in accordance with the Land Board's 2006-2016 Asset Management Plan.

2. ABOUT THE TARGETS

The Land Board established the target of 3% to 5% growth per year in the 2006-2016 Asset Management Plan.

Percent Change in NOI FY 05 to FY 06 = -63.5%

Percent Change in NOI FY 06 to FY 07 = 82.9%

Percent change in NOI FY 07 to 08 = -29.6%

3. HOW WE ARE DOING

A very high percentage of costs and revenue are associated with the forestlands component of the land asset base. Forestland revenue was down nearly \$3 million between FY07 and FY08. The percentage change in NOI fluctuates greatly due to the timber price volatility and supply. This is largely due to market conditions and the effect on timber harvest of federally-listed endangered species.

4. HOW WE COMPARE

There are no comparable measures. We are working with other western state trust land managers to develop uniform measures for performance comparison. Three states, Montana, Idaho and Oregon, have successfully compiled comparable NOI data for FY07; compilation of FY08 is underway but will not be available until January 2009 at which time year-to-year comparisons for FY07 and FY08 will be made.

5. FACTORS AFFECTING RESULTS

The largest factor affecting the results is the overall health of the national housing industry as it relates to demand for timber. Wide savings in raw log prices and harvest limitations imposed by federally-listed endangered species greatly affect year-to-year revenue.

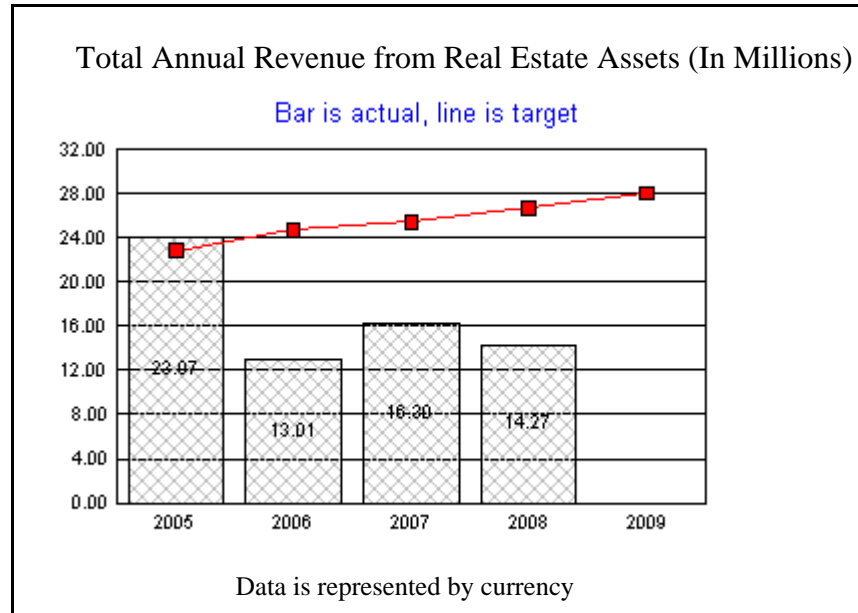
6. WHAT NEEDS TO BE DONE

Overall improvements in the housing market will drive up timber sale prices; completion of the Elliott Habitat Conservation Plan (HCP) will help to make more timber available for harvest. Efforts to designate and market Central Oregon lands for developed urban uses could increase revenue from Industrial/Commercial/Residential (ICR) lands in the Bend and Redmond area. Many of the factors affecting the value and demand for timber and urban development are beyond the control of the Department.

7. ABOUT THE DATA

The data to compile this KPM were derived from the current accounting system and the Land Administration System (LAS). Since NOI as used in the Asset Management Plan is a 'cash on cash' measure, only expenditures associated with actual operating costs were used in the expense side of the NOI calculation. Only direct program expenses are counted as costs. No fire costs or other capital improvement expenditures are included. In addition, revenue from land sales is not reported as an element of NOI.

KPM #4	Total annual revenue from real estate assets - Change in total annual revenue obtained from management of Common School Fund real estate assets.	2006
Goal	GOAL 1: Land and Waterway Management - To manage lands to obtain the greatest benefit for Oregonians consistent with the conservation of the resource while producing revenue for the Common School Fund; and to preserve and protect public trust use of Oregon's waterways to ensure their continued availability from generation to generation for commerce, recreation, navigation and fisheries.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	SFMA	
Owner	Land Management Division, Steve Purchase/John Lilly, (503) 986-5279/(503) 986-5281.	



1. OUR STRATEGY

Manage real estate assets in accordance with the Land Board's 2006-2016 Asset Management Plan.

2. ABOUT THE TARGETS

In the 2006-2016 Asset Management Plan, the Land Board established the target of 3% to 5% growth per year in total revenue from its real estate assets.

Percent Change in Revenue FY 05 to FY 06 = -43%

Percent Change in Revenue FY 06 to FY 07 = 25%

Percent change in Revenue FY 07 to FY08 = -12.4%

3. HOW WE ARE DOING

A very high percentage of revenue is associated with the forestlands component of the land asset base. The percentage change fluctuates greatly due to the timber price volatility and supply. This is largely due to market conditions and the effect on timber harvest of federally-listed endangered

species.

4. HOW WE COMPARE

There are no comparable measures. We are working with other western state trust land managers to develop uniform measures for performance comparison. Three states, Montana, Idaho and Oregon, have successfully compiled comparable NOI data for FY07; compilation of FY08 is underway but will not be available until January 2009 at which time year-to-year comparisons for FY07 and FY08 will be made.

5. FACTORS AFFECTING RESULTS

The largest factor affecting the results is the overall health of the national housing industry as it relates to demand for timber. Wide savings in raw log prices and harvest limitation imposed by federally-listed endangered species greatly affect year-to-year revenue.

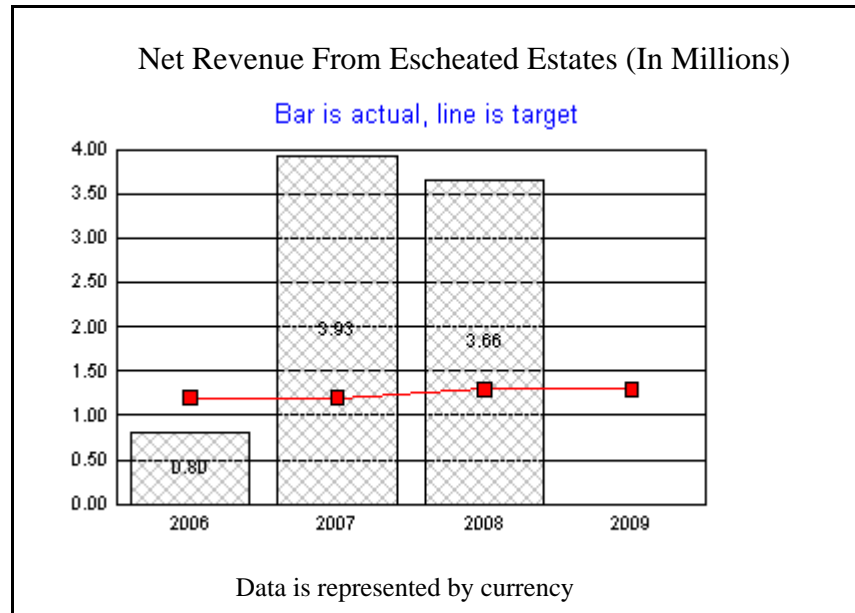
6. WHAT NEEDS TO BE DONE

Overall improvements in the housing market will drive up timber sale prices; completion of the Elliott HCP will help to make more timber available for harvest. Efforts to designate and market Central Oregon lands for developed urban uses could increase revenue from ICR lands in the Bend and Redmond area.

7. ABOUT THE DATA

The data to compile this KPM were derived from the current accounting system and the LAS.

KPM #5	Net Revenue from Escheated Estates - Increase in net revenue from escheated estates.	2003
Goal	GOAL 4: Estates - To efficiently administer escheated estates to protect assets for rightful owners and the Common School Fund.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	SFMA and accounting records for estates handled by Department.	
Owner	Estates Program: Pamela Konstantopoulos/Cynthia Wickham (503) 986-5283, (503) 986-5227.	



1. OUR STRATEGY

The agency is seeking to maximize revenues from escheated estates through more aggressive sale strategies, rapid processing, safeguarding against loss, seeking compliance from all regions of the state, and increasing public awareness. Effort is being made to accomplish this more efficiently with current staff levels. In addition, provision is made in statute to recoup administrative costs incurred by an estate. The agency is increasing its diligence

in documenting actual costs and receiving reimbursement of those expenses whenever possible.

2. ABOUT THE TARGETS

This is the second report that data has been available to establish targets. The target, which is a 5% annual increase in net revenue, takes into consideration the original net revenue and sets a goal to reduce the non-reimbursed cost gradually over the course of the next few years.

3. HOW WE ARE DOING

The percentage of expenses to revenue increased slightly during the 2006 fiscal year due to the addition of two new staff. While the total number of estates administered grew in FY 2008, the total value of each estate was not as large as they were in 2007. This resulted in a slight decrease in net revenue. It is expected that revenue will increase and administrative costs drop as a result of better administrative charge assessments over the next fiscal years.

4. HOW WE COMPARE

Data for comparison is not available.

5. FACTORS AFFECTING RESULTS

To some extent, the value of estates is outside of agency control. The value of estates received ranges from several million dollars to insolvent. The agency must still respond to insolvent estates with little hope for recuperating any expense. Many estates take multiple fiscal years to close and escheat. In addition, having a successful year in reuniting heirs with the estate is not reflected in these results. Efforts to increase compliance in this program as well as streamlining administration processes is resulting in increased revenues for lower administrative costs. This last fiscal year, the number of estates managed nearly doubled and compliance increased statewide. There was no single estate with a high dollar value during that period, rather a similar level of revenue was obtained by active management of more average cases.

6. WHAT NEEDS TO BE DONE

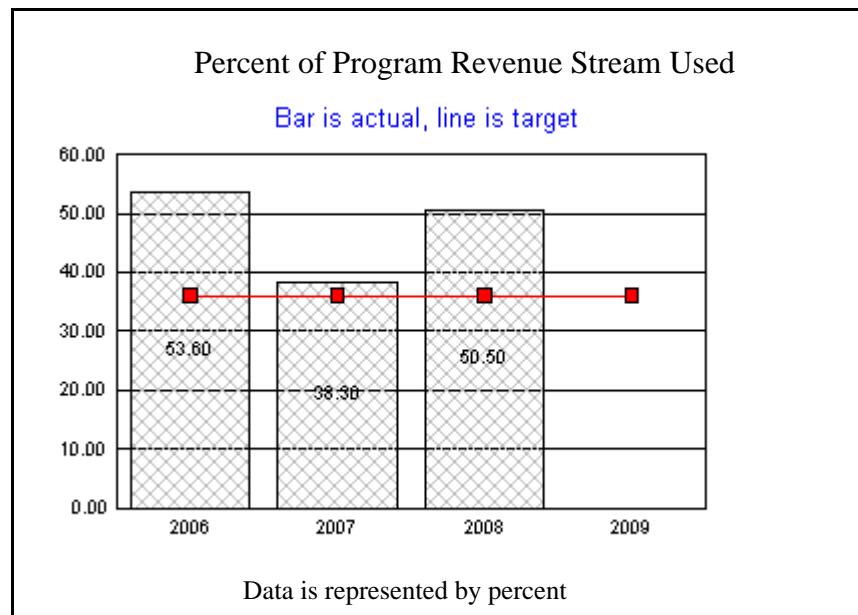
The agency will continue its effort to streamline the program, bring all areas of the state into compliance, and recoup actual administrative costs from

the estate whenever possible.

7. ABOUT THE DATA

The data is based on an Oregon fiscal year. Money returned to heirs or the total value of estates being managed during a given fiscal year is not included. Data is derived from the SFMA system to ensure reliability.

KPM #6	Administrative and Operational Costs - Percent of program revenue streams used to cover administrative and operational costs of programs.	2003
Goal	GOAL 5: Common School Fund - To protect and enhance the value of the Common School Fund (both short- and long-term) through close monitoring of investments to maximize distributions to schools.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	The information is derived from SFMA and agency accounting and program records.	
Owner	Steve Purchase, Assistant Director, Land Management Division (503) 986-5279.	



1. OUR STRATEGY

Manage real estate assets in accordance with the Land Board's 2006-2016 Asset Management Plan. The agency is seeking to generate revenues and reduce or maintain administrative expenses to achieve the highest productivity.

2. ABOUT THE TARGETS

The target is to achieve and maintain cost of administration and operations at 30% - 35% of revenues. This measure relates to KPM's #3 and #4.

3. HOW WE ARE DOING

The fluctuation of the administrative costs as a percent of revenue is most directly attributable to the volatility of timber prices. Other administrative costs are high while the agency invests resources in developing new sources of revenue such as determination of parcels for in-lieu land selections that have revenue producing potential, finalization of the HCP to increase production on the Elliott State Forest.

4. HOW WE COMPARE

There are no comparable measures. We are working with other western state trust land managers to develop uniform measures for performance comparison. Three states, Montana, Idaho and Oregon, have successfully compiled comparable NOI data for FY07; compilation of FY08 is underway but will not be available until January 2009 at which time year to year comparisons for FY07 and FY08 will be made.

5. FACTORS AFFECTING RESULTS

Data collection; timber prices; timber sales; take avoidance of federally-listed endangered species

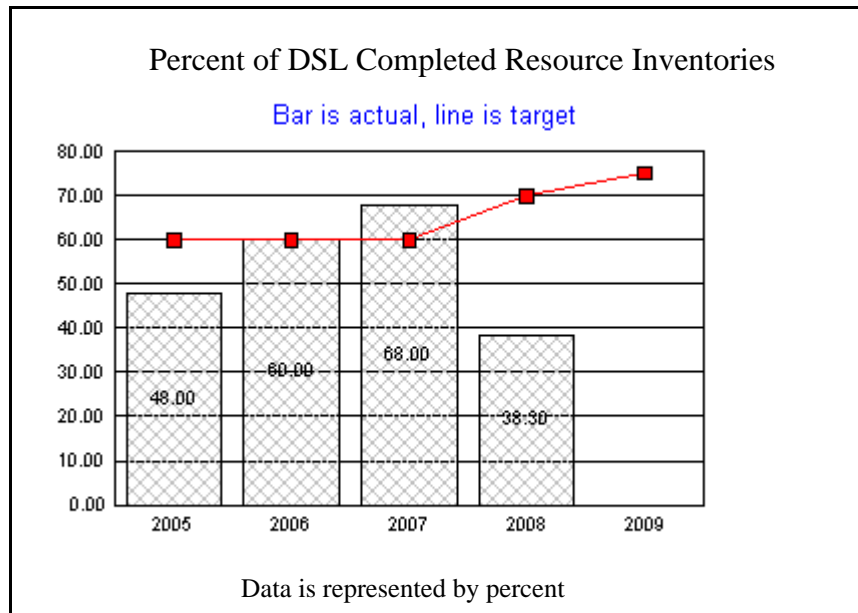
6. WHAT NEEDS TO BE DONE

Overall improvements in the housing market will drive up timber sale prices; completion of the Elliott HCP will help to make more timber available for harvest. Efforts to designate and market Central Oregon lands for developed urban uses could increase revenue from ICR lands in the Bend and Redmond area.

7. ABOUT THE DATA

The data to compile this KPM were derived from the current accounting system and the LAS.

KPM #7	Completed Resource Inventories - Percent of DSL lands and waterways with completed resource inventories.	2003
Goal	GOAL 1: Land and Waterway Management - To manage lands to obtain the greatest benefit for Oregonians consistent with the conservation of the resource while producing revenue for the Common School Fund; and to preserve and protect public trust use of Oregon's waterways to ensure their continued availability from generation to generation for commerce, recreation, navigation and fisheries.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	Number of inventories completed by Department staff.	
Owner	Land Management Division, Steve Purchase/John Lilly, (503) 986-5279/(503) 986-5281.	



1. OUR STRATEGY

Our strategy is to conduct land and waterway inventories to ultimately aid in the development of area management plans.

2. ABOUT THE TARGETS

The targets of 30,000 acres of range lands and one water body per year are based on the known number of acres of blocked rangelands and the number of state-owned lakes and rivers. The percent of DSL land and waterways with completed resources inventories should increase on an annual basis to reflect actual field inventories.

3. HOW WE ARE DOING

In FY 2008, inventory was completed on 35,676.95 acres of rangelands, exceeding the agency's goal of 30,000 acres per year. The waterway inventory process was slowed in FY 2008 due to the agency's responsibility in providing data to the Environmental Protection Agency (EPA) for the Portland Harbor Superfund site. The work for the EPA will be complete in October 2009 and resources will then be available to continue the waterway inventory work.

4. HOW WE COMPARE

There is no comparable public or private industry standard.

5. FACTORS AFFECTING RESULTS

The reduced percentage on the graph is indicative of a correction in calculation methods. An internal audit of the agency performance measures revealed an error in methodology that resulted in an inaccurate number. The count of completed rangeland inventories is by acres, whereas the waterway inventories are counted by the individual waterway. The number reported for FY 2008 is weighted to better represent the completed inventories on a percentage basis.

It is important to note that the actual number of acres inventoried continues to exceed the agency's annual goal. Although there were no waterway inventories completed during FY 2008 due to the focus on complying with the EPA data request, the Snake River waterway inventory is underway.

6. WHAT NEEDS TO BE DONE

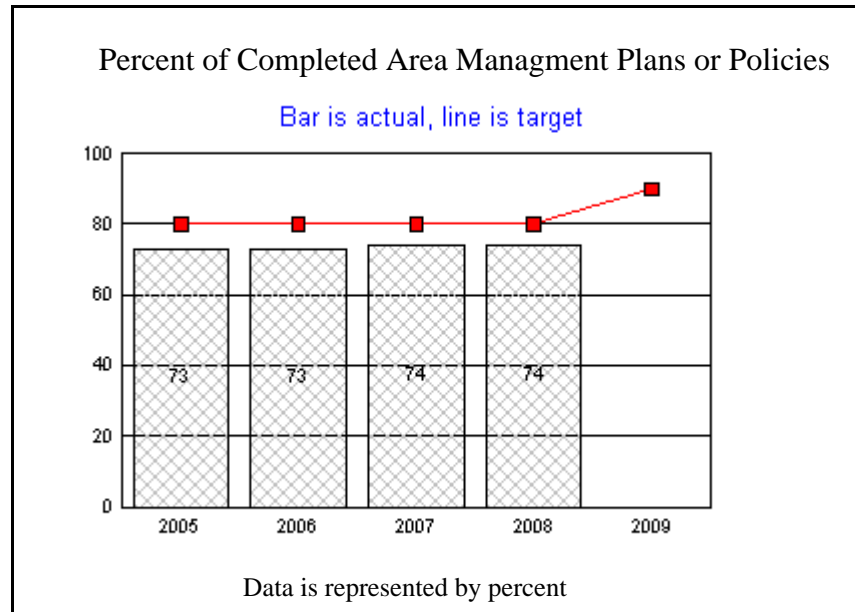
DSL must continue to conduct and complete its resource inventories as they are a critical component in assessing potential revenue producing activities and monitoring existing activities to ensure maximum revenue over the long term.

The agency seeks to maintain the performance measure and separate reporting of the data to differentiate between rangelands and waterways. Separating the data will facilitate a clear picture of the progress made on each type of resource.

7. ABOUT THE DATA

The data is calculated as the number of acres inventoried each year and the number of water bodies done each year.

KPM #8	Completed Management Plans or Policies - Percent of DSL lands and waterways with completed area management plans or policies.	2003
Goal	GOAL 1: Land and Waterway Management - To manage lands to obtain the greatest benefit for Oregonians consistent with the conservation of the resource while producing revenue for the Common School Fund; and to preserve and protect public trust use of Oregon's waterways to ensure their continued availability from generation to generation for commerce, recreation, navigation and fisheries.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	Number of area management plans completed by Department staff and contractors.	
Owner	Land Management Division, Steve Purchase/John Lilly, (503) 986-5279/(503) 986-5281.	



1. OUR STRATEGY

DSL's strategy is to complete area management plans for all its land and waterway resources.

2. ABOUT THE TARGETS

The target is 80% and is based on the number of parcels that require land use plans for the development and use of industrial, commercial and residential lands and ongoing planning efforts, including rangeland management, forest management and river management. The higher the number the greater number of area management plans are completed.

3. HOW WE ARE DOING

DSL is currently involved in a number of long-range planning efforts. The actual is lower than anticipated due to delay in getting ongoing plans finalized. DSL has undertaken recreation management plans with the BLM on the Sandy River and the John Day River. The BLM John Day River Plan is completed. A plan was completed in 2008 on the 94-acre South Redmond parcel near the Redmond Airport and industrial areas. Completion of the Stockade Block Plan covering about 250,000 acres east of Burns is expected by June 2009. The revised Elliot Forest Plan is expected to be approved in Fall 2009.

4. HOW WE COMPARE

There are no comparable public or private industry standards.

5. FACTORS AFFECTING RESULTS

The revised Elliott Forest Plan and the associated HCP completion dates have been delayed until late 2009 in order to address additional issues raised by the Endangered Species Act review. DSL started the Central Oregon Plan and the Stockdale Block Plan during the final part of FY 2008. These plans will cover approximately 250,000 acres or 13.88 percent of the total land base managed by DSL (1,800,000 acres). The Stockade Block Plan is anticipated to be completed by June 2009. DSL is also hoping for approval of the Elliott Plan and HCP by late 2009. That plan covers approximately 90,000 acres or approximately five percent of the Department's land base. The area management planning process includes the participation of diverse interests as stakeholders and, sometimes, regulators. Consulting, and in some instances, negotiating agreement among such groups and interests takes considerable effort and time and may require postponement of a final decision and delay in plan completion.

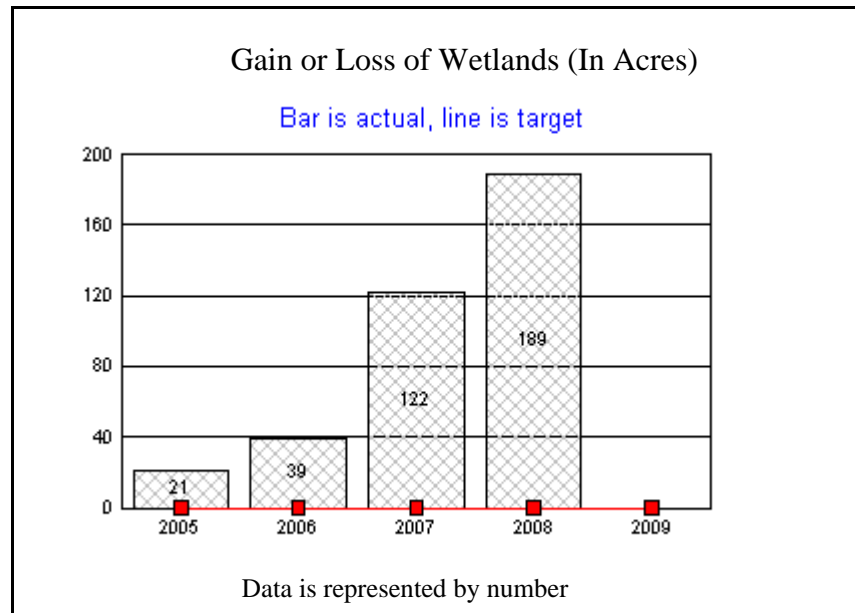
6. WHAT NEEDS TO BE DONE

The data indicates that DSL must complete some of the outstanding area management plans to reach the desired performance measure. The 2007-2009 legislative assembly approved a full-time permanent planner position that will aid DSL in meeting its planning efforts.

7. ABOUT THE DATA

The data is accurate because DSL knows the extent of its upland ownership and its ongoing planning efforts. There is no known weakness in the data. DSL has placed its area management plans and Asset Management Plan on its website for public review and access.

KPM #9	No Net Loss of Wetlands - Percent change in wetland acreage due to permit actions.	2003
Goal	GOAL 2: Wetlands and Waterways Conservation - To conserve, restore and protect waters of the state, including wetlands, for their contribution to aquatic life and habitats, fisheries, aquatic-based economies, tourism, public recreation, navigation, water quality, floodwater storage and other natural resource functions and values through the Removal-Fill and Wetlands programs.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	Number of acres based on permit activities and wetland restoration activities monitored by Department staff.	
Owner	Wetlands and Waterway Conservation Division: Kevin Moynahan/Janet Morlan, (503) 986-5259, (503) 986-5236.	



1. OUR STRATEGY

Our strategy is to maintain a stable resource base of wetlands through the mitigation of losses of wetland resources and to encourage wetland gains

through voluntary restoration projects.

2. ABOUT THE TARGETS

The target of zero wetland acres lost due to permit actions (also referred to as "no net loss") is driven by state policy that there shall be no net loss of wetlands due to permit actions; gains in overall acreage are a beneficial result over and above the target of no loss and include gains due to voluntary restoration projects.

3. HOW WE ARE DOING

During the period shown on the graph, DSL has met and exceeded this performance measure showing a net gain of freshwater and estuarine wetlands every year. Ensuring appropriate compensatory mitigation is critical to maintaining the integrity of the permitting program in ensuring that authorized impacts to wetland functions and services are replaced at another location. The agency also has a full-time staff position, funded by a grant from the US Environmental Protection Agency, dedicated to encouraging voluntary wetland restoration projects. For FY 2008, the numbers show a gain of 182.64 acres for fresh water wetlands and 597 acres for estuarine wetlands. Further, although not reflected in the acreage gains, the agency also authorized enhancement of 2871.73 acres of existing wetland acreage during FY 2008. The agency is now accounting for the data for this measure in a more accurate manner than in previous years.

4. HOW WE COMPARE

There is no comparable public or private industry standard. The U.S. Army Corps of Engineers standard is "no net loss" for all wetlands whether freshwater or estuarine.

5. FACTORS AFFECTING RESULTS

The agency has been diligent in applying mitigation requirements based upon its administrative regulations. The rules contain policies and standards that push compensatory mitigation outcomes to no net loss and provide for additional gains in acreage well in excess of the target. Having a full-time staff position dedicated to voluntary restoration projects provides for additional gains.

6. WHAT NEEDS TO BE DONE

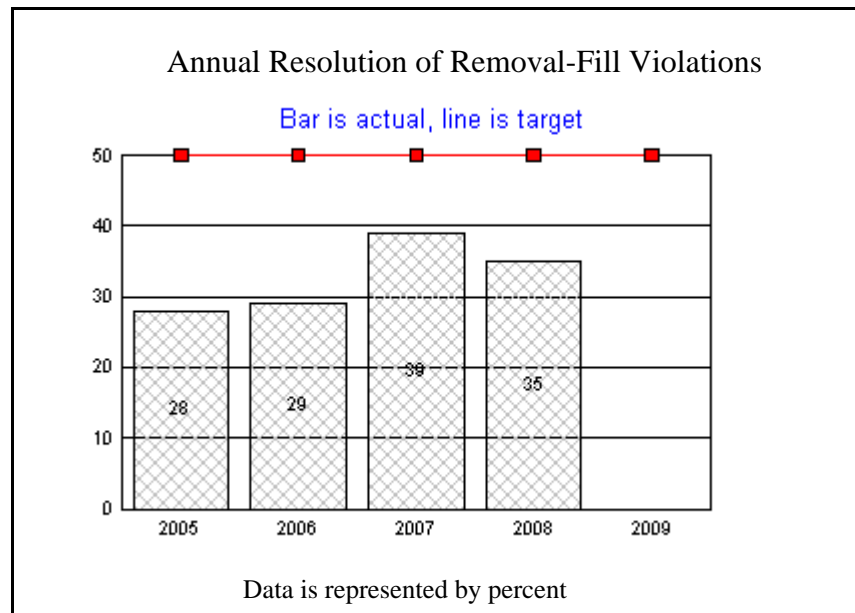
The Department continues to develop a compliance-monitoring program to systematically and scientifically sample compliance of all types of projects, including compensatory wetland mitigation. The purpose of the improved monitoring program as it applies to the no-net-loss goal will be to

identify the most common causes of mitigation project failure and rectify those causes.

7. ABOUT THE DATA

The data is obtained originally from permit applicants and stored in the agency land administration system database. Not all of this information is field checked and verified by the agency for accuracy. However, we believe that the data is sufficiently accurate for trend analysis and evaluating goals.

KPM #10	Annual Resolution of Removal-Fill Violations - Percent of removal-fill violations coming in during fiscal year that are resolved within one year.	2003
Goal	GOAL 2: Wetlands and Waterways Conservation - To conserve, restore and protect waters of the state, including wetlands, for their contribution to aquatic life and habitats, fisheries, aquatic-based economies, tourism, public recreation, navigation, water quality, floodwater storage and other natural resource functions and values through the Removal-Fill and Wetlands programs.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	Monitoring reports by Department staff.	
Owner	Wetlands and Waterway Conservation Division: Kevin Moynahan (503) 986-5259.	



1. OUR STRATEGY

Identify violations through compliance monitoring and resolve through administrative means available to the agency. Work with violators in a

responsible and fair manner to mitigate for damage to waters of the state.

2. ABOUT THE TARGETS

Because some violations carry over from one year to the next, it is unlikely that the agency could resolve 100% in any given year. The agency has determined that 50% is a minimum target.

3. HOW WE ARE DOING

The percent of violations coming in during the fiscal year that are resolved within one year generally decreased over the last seven years, on average, as increased emphasis has been placed by the legislature on issuing authorizations within defined statutory time periods. In FY 2007, the agency improved its performance by 10% from FY 2006 – from 29% to 39%. There was a slight decline to 35% in FY 2008. The agency continues to develop program improvements such as facilitating the permit application review process that will allow staff more time for addressing violations and providing expeditious resolution.

4. HOW WE COMPARE

There is no comparable public or private industry standard.

5. FACTORS AFFECTING RESULTS

Due to limited staff resources, the agency has had to shift emphasis from one program area to another to achieve optimal results. Currently the agency is emphasizing on-time delivery of authorizations.

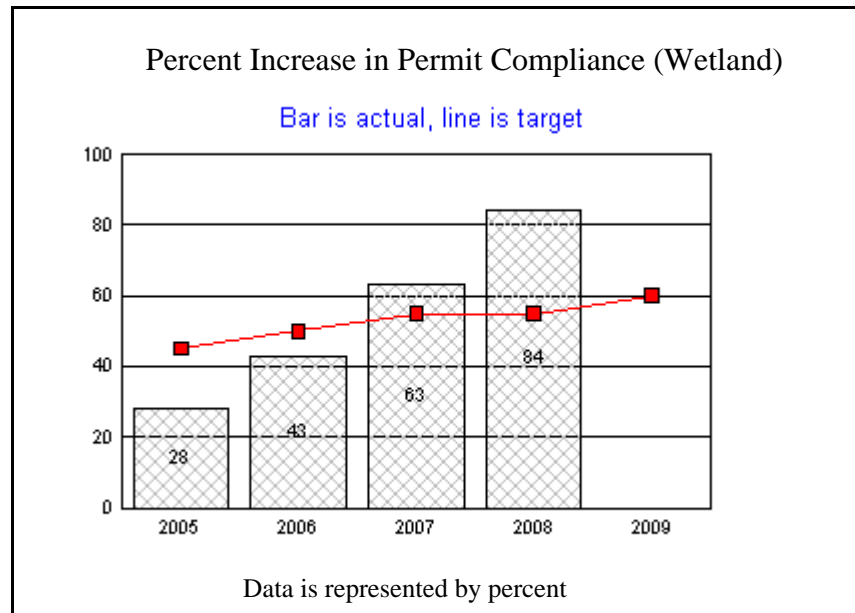
6. WHAT NEEDS TO BE DONE

The Department has developed a compliance monitoring program to systematically and scientifically sample compliance of all types of projects. One collateral benefit of this program is that the agency will be better able to target the more egregious violations. Program improvements designed to free up staff time currently involved in processing authorizations may provide improvements over the next several years in meeting this performance measure. Additionally, the Department is seeking an additional resource coordinator position in the 2009/2011 legislative session to enhance its ability to quickly respond to and resolve violations.

7. ABOUT THE DATA

The data is obtained from the LAS. Not all of this information is field checked and verified by the agency for accuracy. However, the agency believes that the data is sufficiently accurate for trend analysis and evaluating goals.

KPM #11a	Permit Compliance - Rate of compliance with removal-fill permit conditions. (Wetland)	2003
Goal	GOAL 2: Wetlands and Waterways Conservation - To conserve, restore and protect waters of the state, including wetlands, for their contribution to aquatic life and habitats, fisheries, aquatic-based economies, tourism, public recreation, navigation, water quality, floodwater storage and other natural resource functions and values through the Removal-Fill and Wetlands programs.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	Department data acquired by monitoring permitted projects.	
Owner	Wetlands and Waterway Conservation Division: Kevin Moynahan (503) 986-5259.	



1. OUR STRATEGY

Identify violations through compliance monitoring and resolve through administrative means available to the agency. Work with violators in a

responsible and fair manner to mitigate for damage to waters of the state.

2. ABOUT THE TARGETS

The targets are gradually increased beginning in 2003. For fiscal years 2007/2008 the target is 55%. Some violations carry over from one year to the next. The target for wetlands is lower than the comparable target in KPM 11b – for non-wetlands - in that wetland authorizations are generally more complex than authorizations for non-wetlands. The measure gauges whether one or more conditions of a permit was out of compliance during the year. As a result of work funded by a grant from the US Environmental Protection Agency and directed toward developing methods to improve accounting and follow-up on permit compliance issues, the agency is now in a position to more accurately assess permit compliance for the FY 2008 report.

3. HOW WE ARE DOING

As stated above, the agency now has a more accurate method of accounting for compliance under this performance measure. The percent of wetland violations the agency has resolved has fluctuated in recent years as the agency has been dealing with factors including high staff turnover and an increase in permit applications resulting in less staff time available for permit compliance follow-up work. The agency showed a significant increase from FY 2006 – FY 2008 in permit compliance related to wetlands of 43% - 84% and exceeded its target for FY 2008.

4. HOW WE COMPARE

There is no comparable public or private industry standard.

5. FACTORS AFFECTING RESULTS

Currently the agency is emphasizing on-time delivery of authorizations but has made improvements in obtaining permit compliance. This is a result of better education for permit holders in understanding permit conditions, stepped up enforcement over the last half of FY 2008, and an effort to streamline permit conditions to incorporate only those necessary to ensure outcomes under the individual permit.

6. WHAT NEEDS TO BE DONE

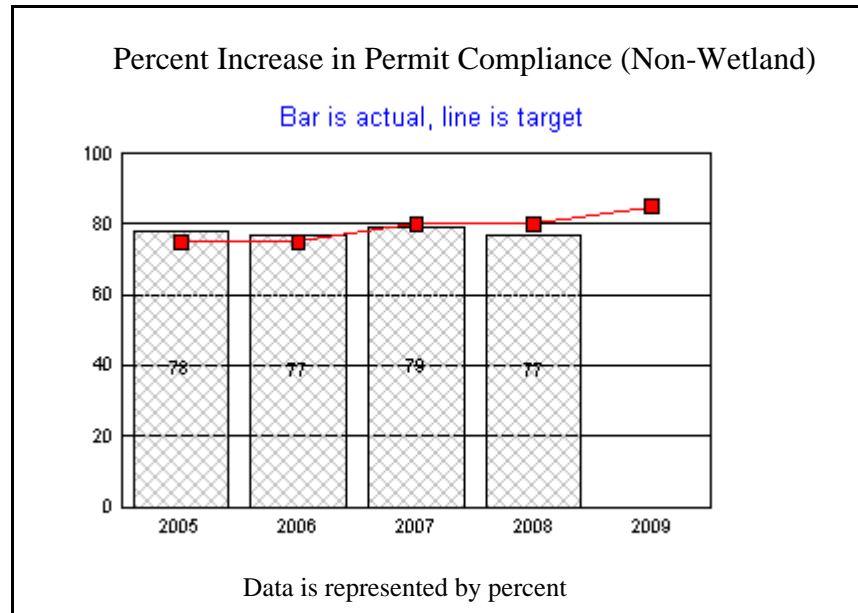
The Department continues to develop a compliance monitoring program to systematically and scientifically sample compliance of all types of projects. One collateral benefit of this program is that the agency will be better able to target the more egregious violations. Program improvements designed to free up staff time currently involved in processing authorizations will continue to provide improvements over the next several years in

meeting this performance measure.

7. ABOUT THE DATA

The data is obtained from the LAS. Not all of this information is field checked and verified by the agency for accuracy. However, we believe that the data is sufficiently accurate for trend analysis and evaluating goals.

KPM #11b	Permit Compliance - Rate of compliance with removal-fill permit conditions. (Non-Wetland)	2003
Goal	GOAL 2: Wetlands and Waterways Conservation - To conserve, restore and protect waters of the state, including wetlands, for their contribution to aquatic life and habitats, fisheries, aquatic-based economies, tourism, public recreation, navigation, water quality, floodwater storage and other natural resource functions and values through the Removal-Fill and Wetlands programs.	
Oregon Context	Agency Mission	
Data Source	Department data acquired by monitoring permitted projects.	
Owner	Wetlands and Waterway Conservation Division: Kevin Moynahan (503) 986-5259.	



1. OUR STRATEGY

Identify violations through compliance monitoring and resolve through administrative means available to the agency. Work with violators in a

responsible and fair manner to mitigate for damage to waters of the state.

2. ABOUT THE TARGETS

The targets are gradually increased beginning in 2003. For fiscal years 2007/2008 the target is 80%. Some violations carry over from one year to the next. The target for non-wetlands is higher than that for wetlands KPM 11a in that wetland authorizations are generally more complex than authorizations for non-wetlands. The measure gauges whether one or more conditions of a permit was out of compliance during the year. As a result of work funded by a grant from the US Environmental Protection Agency and directed toward developing methods to improve accounting and follow-up on permit compliance issues, the agency is now in a position to more accurately assess permit compliance for the FY 2008 report.

3. HOW WE ARE DOING

As stated above, the agency now has a more accurate method of accounting for compliance under this performance measure. Permit compliance for non-wetlands has remained fairly constant over the past several years and came close to the goal of 80% for FY 2008 with a score of 77%.

4. HOW WE COMPARE

There is no comparable public or private industry standard.

5. FACTORS AFFECTING RESULTS

Currently the agency is emphasizing on-time delivery of authorizations but has made improvements in obtaining permit compliance. This is a result of better education for permit holders in undertaking permit conditions, stepped up enforcement over the last half of FY 2008, and an effort to streamline permit conditions to incorporate only those necessary to ensure outcomes under the individual permit.

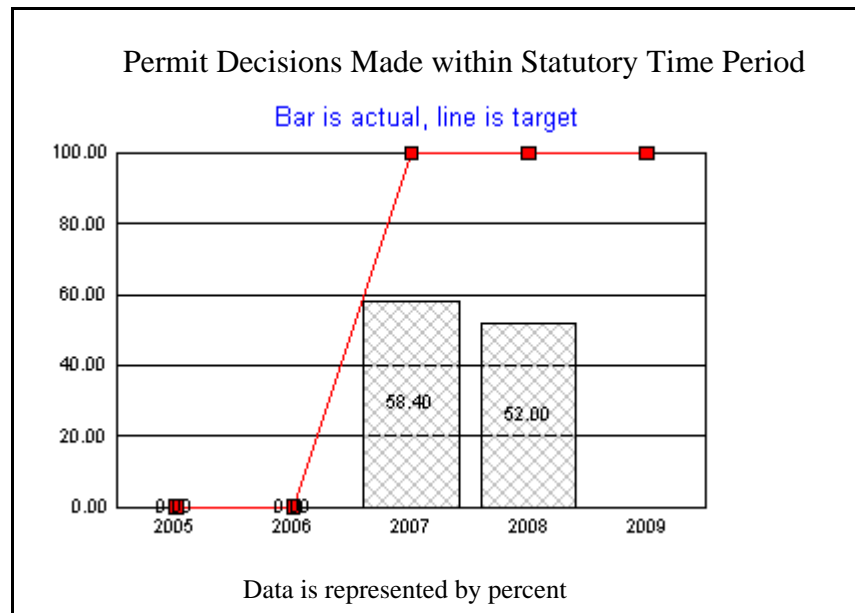
6. WHAT NEEDS TO BE DONE

The Department continues to develop a compliance monitoring program to systematically and scientifically sample compliance of all types of projects. One collateral benefit of this program is that the agency will be better able to target the more egregious violations. Program improvements designed to free up staff time currently involved in processing authorizations will continue to provide improvements over the next several years in meeting this performance measure.

7. ABOUT THE DATA

The data is obtained from LAS. Not all of this information is field checked and verified by the agency for accuracy. However, we believe that the data is sufficiently accurate for trend analysis and evaluating goals.

KPM #12	Permit Decisions Made within Statutory Time Period - Percent of permit decisions made within 120 days after receipt of an application.	2003
Goal	GOAL 2: Wetlands and Waterways Conservation - To conserve, restore and protect waters of the state, including wetlands, for their contribution to aquatic life and habitats, fisheries, aquatic-based economies, tourism, public recreation, navigation, water quality, floodwater storage and other natural resource functions and values through the Removal-Fill and Wetlands programs.	
Oregon Context	EO 03-01 and EO 03-02.	
Data Source	LAS	
Owner	Kevin Moynahan, Assistant Director, Wetlands and Waterways Conservation (503) 986-5259.	



1. OUR STRATEGY

Make issuing on-time decisions our highest priority by focusing staff resources on permit processing. Develop e-commerce and Web-based

permitting process to improve application process.

2. ABOUT THE TARGETS

The target is to meet the statutory deadline 100% of the time in making a decision on an application for an individual permit within 120 days after receipt of an application. The statute also allows an applicant to request an extension of the 120-day decision timeline. This measure is not strictly accounting for compliance with the 120-day timeline in the statute, as it does not factor in approved requests for extensions.

3. HOW WE ARE DOING

The agency is accounting for this measure by strictly adhering to a 120-day timeline for an agency decision from when an application is received. For FY 2008, the Department processed 116 of 222 Individual Permit applications to a decision within 120 days for a compliance rate of 52%.

4. HOW WE COMPARE

There is no comparable public or private industry standard.

5. FACTORS AFFECTING RESULTS

In many cases, individual permit applications DSL receives are not completed in accordance with regulatory requirements and must either be returned to the applicant or put on hold pending revision – thus resulting in processing delays. Individual permit applications account for approximately 40% of the applications received on an annual basis and are generally related to large projects proposing significant impacts. These applications are often detailed and require a significant level of review. The measure reflects the agency's performance in processing the more complex individual permit applications. The other 60% of the applications the Department receives annually are in the form of General Authorizations, for projects with minimal impacts, which the Department processes to a decision within 40 days from receipt of an application. The Department is continuing to work on process improvements to provide for better applications including an e-permitting option and streamlined applications that will result in quicker decision making by the Department. Additionally, issues may arise during the 120-day review that require modifications to the permit application and/or project redesign. Often these issues arise as the result of the public comment on the permit application.

The current method of accounting for this measure does not include delays in the 120-day timeline that are requested by the applicant, pursuant to the statute, to either improve their application or revise it in response to public comments. The Department attempts to exemplify good customer service in working with these applicants to approve a proposal, although that may extend past the 120-day deadline. The alternative action of the agency returning or denying an application within the 120-day deadline would result in the applicant having to resubmit an application or contest a permit denial. The governing statute permits the Department to grant these extensions – when requested by the applicant - to the 120-day timeline for a decision. Of the 106 individual permit applications received in FY 2008 that were not processed to a decision within 120 days after receipt of the application, 101 of these were the result of requested extensions by the applicant or otherwise related to the need for application revisions to avoid a permit denial. If extensions to the 120-day timeline, requested by the applicant and granted by the Department, are factored into the equation the Department is performing at a level of 96.4 compliance with the statutory deadline for permit decisions.

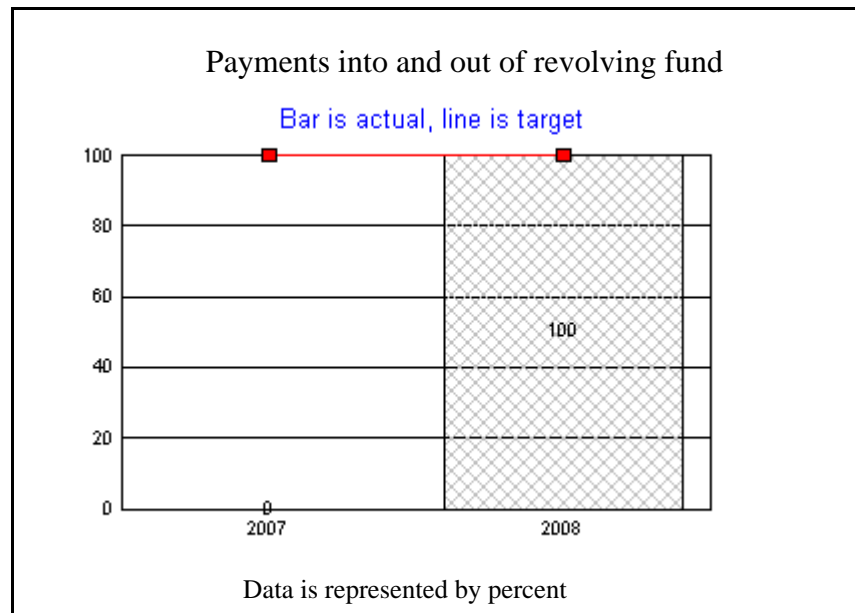
6. WHAT NEEDS TO BE DONE

The Department is using this performance data to assess the application process and continue to implement changes to improve its performance in this area including improvements to the application forms, the development of e-permitting application options, more pre-application opportunities to discuss project designs and regulatory requirements, and the provision of increased information and resources available on the agency Web site that will help project proponents prepare better quality applications. Also, DSL is seeking to encourage staff retention, improve training and reduce turnover.

7. ABOUT THE DATA

The data is obtained from LAS and is considered to be highly accurate.

KPM #13	Use of Payment to Provide Moneys - Percent payment-to-provide money received in Mitigation Bank Fund obligated and committed within one year.	2003
Goal	GOAL 2: Wetlands and Waterways Conservation - To conserve, restore and protect waters of the state, including wetlands, for their contribution to aquatic life and habitats, fisheries, aquatic-based economies, tourism, public recreation, navigation, water quality, floodwater storage and other natural resource functions and values through the Removal-Fill and Wetlands programs.	
Oregon Context	Agency Mission.	
Data Source	Agency records indicating restoration projects funded and moneys received into Wetland Mitigation Bank Revolving Fund.	
Owner	Kevin Moynahan, Assistant Director, Wetlands and Waterways Conservation (503) 986-5259.	



1. OUR STRATEGY

To provide on-the-ground funding for qualified projects designed to mitigate for permitted actions impacting waters of the state including wetlands,

and encourage the commitment of payment in lieu of mitigation funds within one year after such payments are made into the Wetlands Mitigation Bank Revolving Fund.

2. ABOUT THE TARGETS

The target is 100% for fiscal year 2008. It is reasonable to expect that the moneys coming into the fund can be obligated and committed for qualified projects within one year.

3. HOW WE ARE DOING

The agency met the target in FY 2008. The agency received authorization during the 2007 legislative session to hire a Payment in Lieu Specialist to manage the Wetlands Mitigation Bank Revolving Fund. This greatly improved the agency's ability to turn around funds received within one year. The position was filled in September 2007, and staff spent the first 4-6 months assessing the Bank Revolving Fund program and implementing improvements designed to meet the standard. Deposits into the fund in FY 2007 totaled \$545,108 and funds expended or committed to projects within one year totaled \$850,412.

4. HOW WE COMPARE

There is no comparable public or private industry standard.

5. FACTORS AFFECTING RESULTS

Having a full-time staff assigned has allowed the Department to achieve the desired improvements in management of the Wetlands Mitigation Bank Revolving Fund program.

6. WHAT NEEDS TO BE DONE

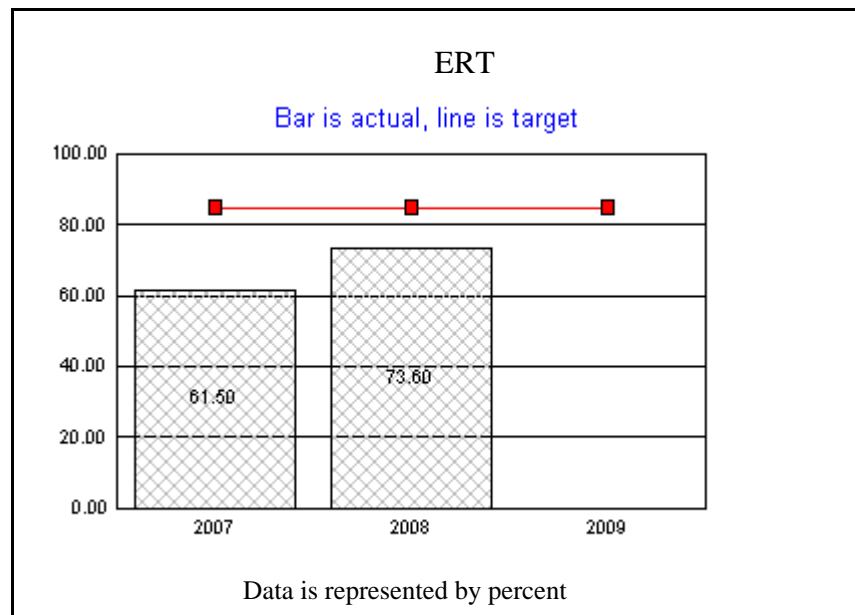
The Payment in Lieu Specialist was hired September 10, 2007 as a limited duration position. The Department has prepared a budget package for 2009/2011 that proposes making this position permanent.

7. ABOUT THE DATA

The data is obtained from the LAS. Not all of this information is field checked and verified by the agency for accuracy. However, we believe that

the data is sufficiently accurate for trend analysis and evaluating goals.

KPM #14	Economic Revitalization Team Customer Service - Percent of local participants who rank the Department involvement in Economic Revitalization Team process as good to excellent.	2006
Goal	GOAL 6: Customer Service and Administration - To continually improve DSL program awareness and delivery, customer and employee satisfaction, and agency support services.	
Oregon Context	EO 03-01 and EO 03-02.	
Data Source	Results from biennial customer service survey conducted by Economic Revitalization Team (ERT).	
Owner	Wetlands and Waterway Conservation Division: Kirk Jarvie/Kevin Moynahan (503) 986-5320/(503) 986-5259.	



1. OUR STRATEGY

The ERT includes, in their 2008 Customer Satisfaction Study for the Progress Board, a question measuring customer satisfaction for five partner agencies (DLCD, DEQ, DSL, ODOT and OECDD). The question asks those communities that had ERT involvement on an agency-related issue,

how they would rate the agency's involvement in the ERT process. The desired outcome is a high percentage of responses rating DSL involvement in the ERT process as good to excellent.

2. ABOUT THE TARGETS

The target is 85% for fiscal years 2007/2008.

3. HOW WE ARE DOING

This is only the second year data has been collected for this measure. There is minimal trend, and interpretation of the data is difficult due to data and statistical quality issues. ERT projects are the most difficult and complex, often as a result of the need to coordinate competing program goals and regulations across several agencies. These projects typically have heightened political profiles.

4. HOW WE COMPARE

DSL's result (73.6%), placed us in the mid range of results of our sister agencies (64.9%-88%).

5. FACTORS AFFECTING RESULTS

ERT projects are the most difficult and complex to assess, often as a result of the need to coordinate competing program goals and regulations across several agencies. Customer satisfaction results are expected to be lower for these selected projects than reported elsewhere for the agency as a whole.

Due to the small number of projects ERT works on each year, relative to overall partner agency projects, the survey sample size is necessarily small and may impact survey results and conclusions drawn from those results.

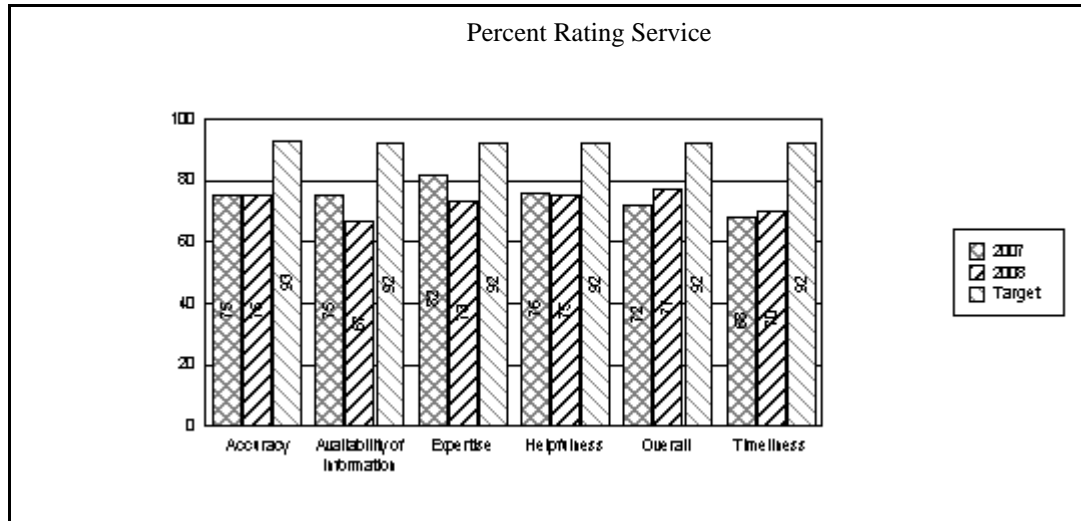
6. WHAT NEEDS TO BE DONE

DSL continues to make quality customer service a focus area for improvement. DSL will provide customer service training to its employees, on an on-going basis, particularly in the regulatory programs that are most directly related to ERT projects.

7. ABOUT THE DATA

This data is reported as summary data from the biennial 2008 Oregon Economic Revitalization Team Customer Satisfaction Study. The department completes its own biennial survey that more thoroughly assesses DSL's customer services. This information is reported in KPM #15.

KPM #15	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	GOAL 6: Customer Service and Administration - To continually improve DSL program awareness and delivery, customer and employee satisfaction, and agency support services.	
Oregon Context	Agency Mission; statewide focus on improved customer service.	
Data Source	Data collected from mailed and emailed surveys of a random sample of DSL customers.	
Owner	Agency-wide; Louise Solliday/Julie Curtis (503) 986-5224/(503) 986-5298.	



1. OUR STRATEGY

Survey customers receiving services from DSL to gauge level of satisfaction with program delivery and to determine areas where improvement is needed.

2. ABOUT THE TARGETS

This measure is linked to goal 5 in the DSL 2009-13 Strategic Plan, and the targets are based on guidelines established by the Department of Administrative Services, which is 93% of customers rating agency service as excellent or good.

3. HOW WE ARE DOING

This is the second year DSL has conducted an annual survey, using the same questions as the previous year. The agency's "excellent" and "good" ratings were in the 67 – 77 percent range, with the average rating being approximately 73 percent. This compares favorably with the survey conducted in 2007, where the average rating was 74.4. While two categories were slightly down compared to last year ("knowledge and expertise of staff" and "availability of information"), the "overall quality of service" rating (question #6) was up: 77 percent in 2008 compared to 72 percent in 2007. Many survey respondents commended DSL for continuing to work on customer service, while acknowledging there is still room for improvement.

4. HOW WE COMPARE

DSL looked at other natural resource agencies' data, and found that the percent of our customers who rated DSL overall customer service as good or excellent – 77% in 2007 – is comparable to Water Resources (73% in 2006) and Land Conservation and Development (77% in 2006). The Fish and Wildlife and Environmental Quality departments had higher overall ratings – 89% and 87%, respectively, in 2006.

5. FACTORS AFFECTING RESULTS

Because of an ordering error, the mailed surveys did not include stamped return envelopes, which resulted in a low return rate. Of the 1580 surveys sent, only 250 – 15.8 percent – were returned. While this number is statistically valid for the agency as whole, the responses for individual divisions and programs were not high enough to yield valid data for these smaller work units. This also may have affected the types of responses we received.

6. WHAT NEEDS TO BE DONE

DSL is focusing on improving removal-fill permit and other agency processes, including more online capabilities, which we anticipate will improve customer service and ultimately how customers rate our service delivery. The agency also continues to provide staff with customer service training and feedback, and to focus on targeted outreach to constituents.

7. ABOUT THE DATA

In April 2008, four customer groups (unclaimed property holders and claimants; land management lessees; wetlands and waterways permittees, consultants and others; and DSL public partners) were identified to receive a survey, and approximately 1580 surveys were sent via mail and email to a random sample of these customers. Survey recipients had some level of interaction with DSL in 2007. Of the 1580 sent, 250 were returned – 15.8 percent (see note above).

KPM #16	South Slough National Estuarine Research Reserve Recommended Actions - Percent of education activities and research projects used to educate students, coastal decision-makers or the general public in a way that helps to resolve problems.	2008
Goal	GOAL 7: South Slough National Estuarine Research Reserve - To implement the South Slough Management Plan which supports the mission of the reserve to improve the understanding and stewardship of Pacific Northwest estuaries and coastal watersheds.	
Oregon Context	South Slough Mission	
Data Source	Tri-annual reports to South Slough Reserve Management Commission, annual reports to National Oceanic and Atmospheric Administration. SSNERR records of research, education and stewardship projects that provide educational opportunities.	
Owner	South Slough Reserve Management: Mike Graybill/Robin Elledge (541-888-5558, ext. 24/23)	

Data Display

1. OUR STRATEGY

The mission of the Reserve drives its activities. Educating the public to better understand Pacific Northwest estuaries and coastal watersheds is

undertaken in part by translating the products and data results of research and stewardship projects into workshops and published material approachable by a non-scientific audience. Through these outreach efforts, audiences ranging from Oregon school children to coastal decision makers are provided opportunities to understand the results of research and implement strategies and recommendations from those results. Thus, the general public can make informed decisions concerning coastal, estuarine and watershed activities.

2. ABOUT THE TARGETS

The initial target is 8% of education and research projects provided via workshops and written materials to students, coastal decision makers or the general public with a projected increase of 2% each year. The target was conservatively estimated as this is a new performance measure and an increase must be measured for more than one year to gauge effectiveness.

3. HOW WE ARE DOING

This is a new measure and shows only a baseline level against which to measure future activity levels.

4. HOW WE COMPARE

There are no comparable measures.

5. FACTORS AFFECTING RESULTS

Some research and stewardship projects are ongoing, while others are undertaken after successful application is made for grant funding. The duration of projects is also a variable, although some education can be conducted regarding projects by providing an explanation of the project. Grant funding for projects is unpredictable, although Reserve staff continually seeks project opportunities. The delivery of educational programs which translate research into opportunities for non-scientific audiences to acquire information relies upon funding as well as development and preparation time. Reserve staff already provides a full spectrum of educational programs to schools and visitors through a well-developed curriculum. Hence, a need for preparation time to develop new programs can impact how many additional education opportunities will be provided.

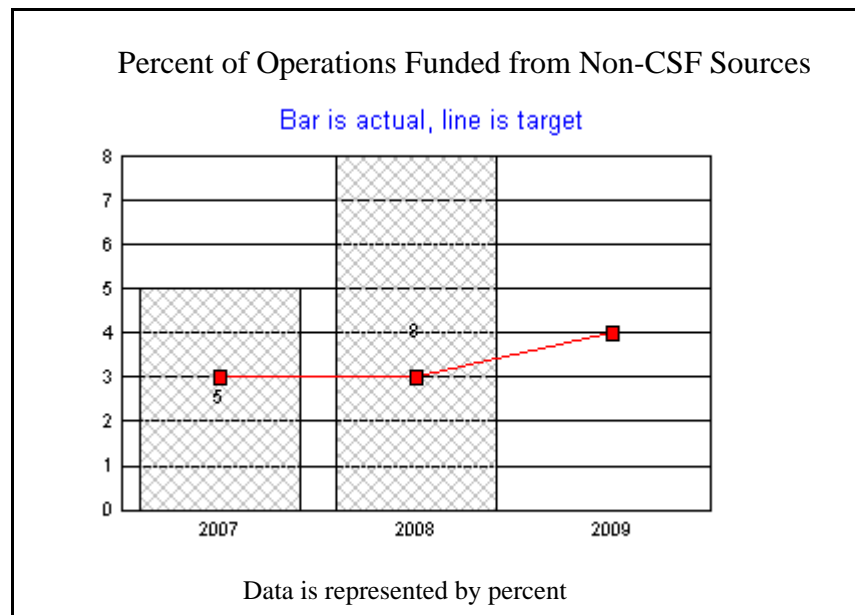
6. WHAT NEEDS TO BE DONE

Reserve staff will continue their efforts to develop and deliver educational programs based upon research and stewardship projects to educate students, coastal decision-makers and the general public in a way that helps to resolve problems. Needs assessments must be routinely conducted in order to provide the most relevant opportunities to a variety of audiences.

7. ABOUT THE DATA

Reporting is for the state fiscal year. Not all grant funded projects match those dates. Determining the actual growth in this performance measure may require more than one fiscal cycle.

KPM #17	South Slough National Estuarine Research Reserve Operation Costs Leveraged. - Percent of SSNERR operations funded from sources other than CSF, including leverage from grants, fees, program revenues and gifts.	2006
Goal	GOAL 7: South Slough National Estuarine Research Reserve - To implement the South Slough Management Plan which supports the mission of the reserve to improve the understanding and stewardship of Pacific Northwest estuaries and coastal watersheds.	
Oregon Context	South Slough Mission	
Data Source	SFMA; Annual reports to National Oceanic and Atmospheric Administration.	
Owner	South Slough Reserve: Mike Graybill/Robin Elledge (541) 888-5558 ext. 24/23.	



1. OUR STRATEGY

To decrease the dependency of the Reserve on the Common School Fund, staff seeks grant opportunities and other funding to augment its state and federal budget. Grants, in particular, leverage additional funding through match requirements. Fees collected from services and facilities use can

potentially reduce CSF dependency; however, that cannot be readily determined until the 2009 report.

2. ABOUT THE TARGETS

Targets were estimated to approximate conservative economic growth patterns. In the 2009 report, a realistic baseline will have been established and targets will be adjusted accordingly to portray actual funds leveraged. Also, a fee rule was adopted and put into effect on July 1, 2008. Until that time, no fees could be collected. Any fees collected from July 1 forward will affect target figures and will be reflected in the 2009 report.

3. HOW WE ARE DOING

This is the first reporting period for this performance measure. In 2007, the measure was new and the target was conservatively set. Staff continues to seek grant and other funding opportunities to support Reserve operations as well as new projects.

4. HOW WE COMPARE

There are no comparable measures. Grant opportunities and other fundraising activities are not readily predictable.

5. FACTORS AFFECTING RESULTS

Funds made available for application are outside the control of the Reserve, as are gifts and other fundraising activities. Experience has shown that Reserve staff continues to see new sources of funding and projects. Operations funding also comes to the Reserve through construction awards. These awards are not available for application each fiscal year. They typically have a longer award period, as well. The Reserve has a number of construction projects underway. The next fiscal year will reflect additional funds that most likely will not be available for application the year following.

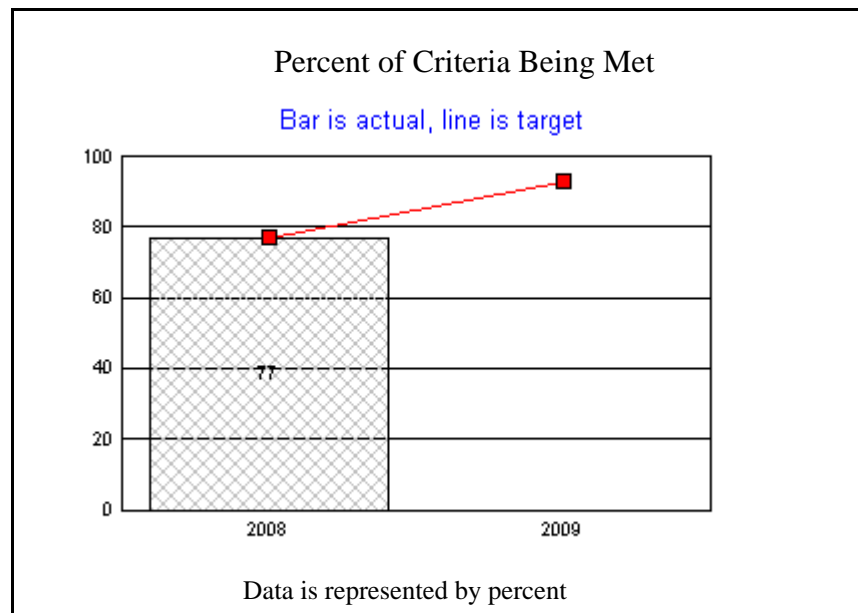
6. WHAT NEEDS TO BE DONE

The Reserve will continue its efforts to increase revenue and secure grant leveraged funding. Also, the Reserve will monitor services and facilities use to assist with analyzing the cost/benefit of collecting fees.

7. ABOUT THE DATA

Not all grant awards and other revenue sources through projects match the state fiscal year. Determining the actual growth in non-CSF dependent operations funding requires more analysis of the data, and adjustments of when funds are spent throughout the cycle. Also, fees collected will not be available until the 2009 report. At that time, more precise data will be available for all sources of revenue and funding.

KPM #18	Best Practices - Percent of total best practices met by the Board.	2008
Goal	Goal 5: Common School Fund - To protect and enhance the value of the Common School Fund (both short- and long-term) through close monitoring of investments to maximize distributions to schools.	
Oregon Context	2007 Legislative Direction	
Data Source	Internal review and assessment	
Owner	Louise Solliday, Director/ Cynthia Wickham, Asst. Director 503-986-5224/986-5227	



1. OUR STRATEGY

Complete an annual review of the assessment criteria and review the results with the board.

2. ABOUT THE TARGETS

The targets reflect the percentage of criteria that are being met.

3. HOW WE ARE DOING

There is not enough data to determine a trend, however the agency is confident that the Board will consistently achieve high scores in the assessment process.

4. HOW WE COMPARE

The performance measure and the data are too new to make comparisons with other state of Oregon boards or commissions.

5. FACTORS AFFECTING RESULTS

Factors will be identifiable as the data is collected and reported.

6. WHAT NEEDS TO BE DONE

Continued review of existing criteria to determine applicability to the Board and its duties will help verify pertinence of the current criteria and could identify other criteria that may generate data more reflective of the duties and responsibilities of the Board.

7. ABOUT THE DATA

The reporting cycle is the Oregon fiscal year. The data consists of a percentage of “yes” answers to a short series of questions. The only weakness in the data is that the questions are somewhat subjective in nature and the answers could vary widely depending upon the personal opinion of the individuals answering the questions.

Agency Mission: The mission of the Department of State Lands is to ensure a legacy for Oregonians and their public schools through sound stewardship of lands, wetlands, waterways, unclaimed property, estates and the Common School Fund.

Contact: Cynthia Wickham

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

1. INCLUSIVITY

- * **Staff :** Staff has been involved in the development, review and proposed changes or modification of the KPMs, as well as in the collection and collating of data. The agency management team is using the KPMs in making management decisions and establishing priorities for staff work.
- * **Elected Officials:** The Legislative Assembly has been highly involved in the development of DSL's performance measures. The members of the State Land Board review and approve the agency performance measures in conjunction with the agency strategic plan and budget.
- * **Stakeholders:** Stakeholders reviewed the KPMs in conjunction with the amendment of the agency strategic plan in 2006 and have been kept informed of the agency performance through newsletters and the agency website.
- * **Citizens:** The annual report has been continuously posted on the agency website.

2 MANAGING FOR RESULTS

Performance measures have been routinely used since 2003 in the development and execution of DSL's budget. They have also been incorporated into the agency strategic plan and revision of the strategic plan. Managers consider the KPMs in allocating staff and resources to projects and programs. In 2005, specialized customer service training was offered, a reorganization of the agency was completed to more closely align the agency functions with its mission, and also with tasks necessary to achieve the KPMs. The restructure of the agency budget and accounting systems was completed and fully implemented in FY 2008, which will enable the agency to better collect data necessary to report on KPMs.

3 STAFF TRAINING

Staff generally has not had specific training; some key staff have attended performance measure roundtables or discussions with staff in other states related to region-wide performance measure reporting and development. Training continues to be a problem as affordable training for managers in the use of performance measures is very hard to find.

4 COMMUNICATING RESULTS

* **Staff :** Internal staff meetings and posting of annual report on agency website.

* **Elected Officials:** Reports to Land Board or Land Board assistants; inclusion of annual report in agency budget; appearances before the Joint Legislative Audit Committee.

* **Stakeholders:** Posting of annual report on website; discussion in newsletters and in outreach visits.

* **Citizens:** Posting of annual report on website.