

LFO Revised Budget Form #107BF04c

**Oregon Department of Fish and Wildlife  
Annual Performance Progress Report (APPR)  
for Fiscal Year 2006-07**

Original Submission Date: November 14, 2007

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**OREGON DEPARTMENT OF FISH AND WILDLIFE**

**I. EXECUTIVE SUMMARY**

**Agency Mission: To protect and enhance Oregon’s fish and wildlife and their habitats for the use and enjoyment of present and future generations.**

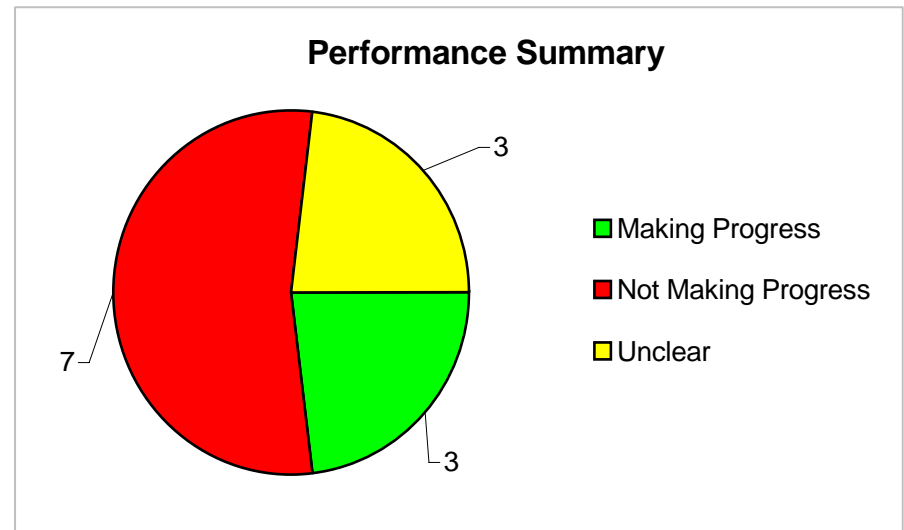
Contact: Christine Broniak	Phone: 503-947-6161
Alternate: Tom Ruddiman	Phone: 503-947-6193

**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 accounting of ODFW accomplishments and activities the department 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 department’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 85 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://www.oregon.gov/DAS/OPB/2005report/obm\\_list.shtml](http://www.oregon.gov/DAS/OPB/2005report/obm_list.shtml).



**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

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evaluation of hatchery programs requires characterization of objectives, operations and outputs as provided in recent department 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**

Question #5 in the Key Measure Analyses (Part III) recognizes challenges in terms of factors affecting results specific to identified measures. Yet 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 USED AND EFFICIENCY**

The agency budget is \$241.7 million for the 05-07 biennium. Efficiency measures are not easily developed for ODFW functions without data collected specifically for that purpose.

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KPM #1	HUNTING LICENSE PURCHASES Percent of the license buying population with hunting licenses and/or tags	Measure since: 2001
Goal	Hunting license purchases are directly related to the agency mission; “To protect and enhance...for use and enjoyment of present and future generations.”	
Oregon Context	License purchases are an indicator of participation in hunting 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 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 9.4% of the State population ages 12-69.

4. **HOW WE COMPARE**

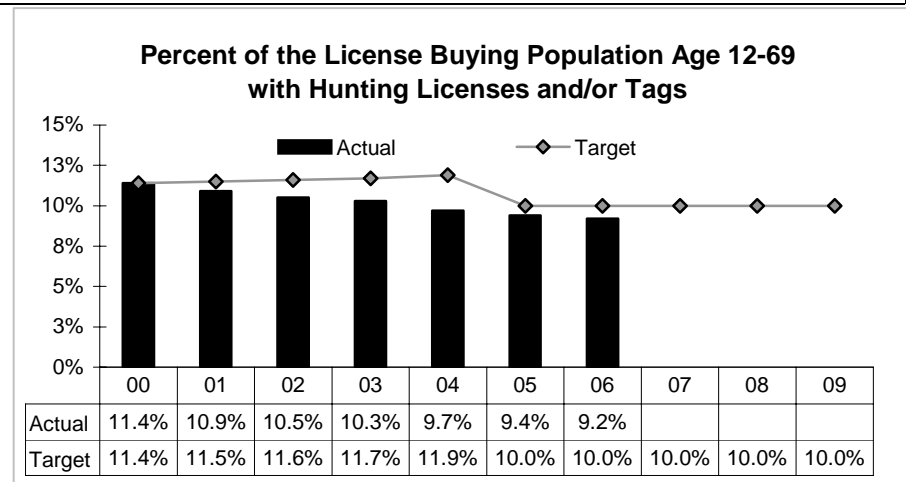
Similar trends have been observed on a national and regional basis. Adjacent states such as California and Washington have exhibited similar or greater declines during the last decade.

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



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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.

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KPM #2	WILDLIFE VIEWING Personal income generated by wildlife watching activities	Measure since: 2005
<b>Goal</b>	Wildlife viewing is directly related to the agency mission; “To protect and enhance...for use and enjoyment of present and future generations.”	
<b>Oregon Context</b>	Linked to several economic benchmarks: OBM#1-Employment in rural Oregon, OBM#4-Job growth total and OBM#11-Per capita income	
<b>Data source</b>	U.S. Fish and Wildlife Service, 5-year survey of fish and wildlife related use and associated I-O modeling of Oregon state economy	
<b>Owner</b>	ODFW, Christine Broniak, (503) 947-6161, U.S. Fish and Wildlife Service, Sylvia Cabrera, (703) 358-1842	

1. **OUR STRATEGY**

The agency publicizes viewing opportunities on its web page and provides elk viewing opportunities at several ODFW wildlife areas.

2. **ABOUT THE TARGETS**

The target is the average of the two most recent and comparable surveys, 1996 and 2001. Inflation should be accounted for by using an index such as a GDP deflator to make future data and target years comparable.

3. **HOW WE ARE DOING**

The performance measure illustrates that the contribution of wildlife viewing to the state economy is significant, especially in rural areas where a large proportion of this activity takes place. Relative to the goal defined as the average of the last two surveys, personal income associated with wildlife viewing appears to be stable or increasing in Oregon.

4. **HOW WE COMPARE**

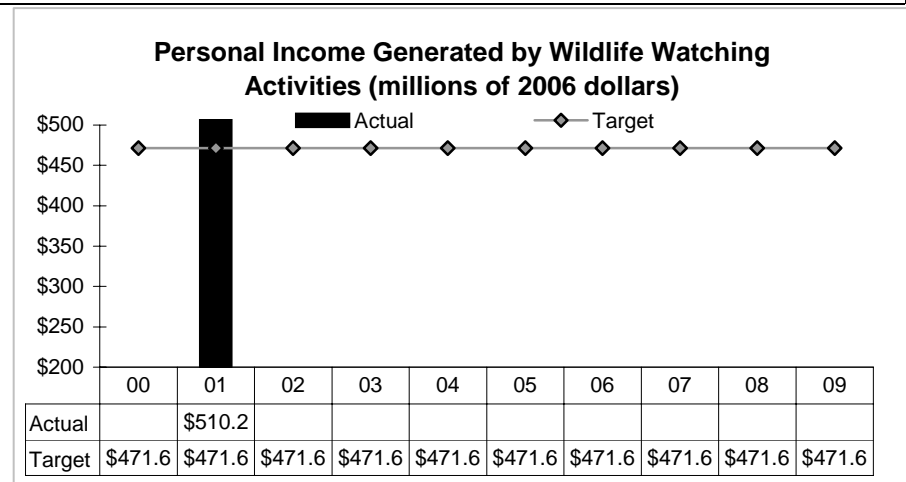
Direct comparisons are not possible.

5. **FACTORS AFFECTING RESULTS**

Agency actions to conserve wildlife populations will enhance opportunities and/or provide additional opportunities. Increases in personal income would indicate that the public is taking more trips and/or spending more per trip due to the quality and availability of wildlife viewing opportunities. Effective conservation and management of wildlife populations result in positive economic impacts to small business and communities. In addition to the quality of wildlife viewing opportunities, performance depends on trends associated with state and national economies.

6. **WHAT NEEDS TO BE DONE**

Agency actions to conserve wildlife populations will enhance viewing opportunities and/or provide additional opportunities. The ODFW Information and Education Department provides information on current viewing opportunities for the general public. The department also needs to improve its knowledge base of participant demographics and factors related to viewing satisfaction and enjoyment.



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**7. ABOUT THE DATA**

These data are highly aggregated and only compiled periodically (every five years), a clear trend and a realistic target are difficult to discern at this time. Small sample size for some categories also makes comparisons somewhat difficult. Personal income in 1996 was adjusted in proportion to the level of special equipment expenditures to make direct comparisons with 2001 personal income.

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KPM #3	HUNTING ACTIVITY Personal income generated by hunting activity	Measure since: 2005
<b>Goal</b>	The measure is directly related to the ODFW mission, “To protect and enhance...for use and enjoyment by present and future generations.”	
<b>Oregon Context</b>	Linked to several economic benchmarks: OBM#1-Employment in rural Oregon, OBM#4-Job growth total and OBM#11-Per capita income	
<b>Data source</b>	U.S. Fish and Wildlife Service, 5-year survey of fish and wildlife related use and associated I-O modeling of Oregon state economy	
<b>Owner</b>	ODFW, Christine Broniak, (503) 947-6161, U.S. Fish and Wildlife Service, Sylvia Cabrera, (703) 358-1842	

1. **OUR STRATEGY**

The agency maintains game populations levels to satisfy goals related to wildlife conservation and recreational opportunities. To help meet this end, cooperative programs such as 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 target is the average of the two most recent and comparable surveys, 1996 and 2001. Inflation should be accounted for by using an index such as a GDP deflator to make future data and targets comparable.

3. **HOW WE ARE DOING**

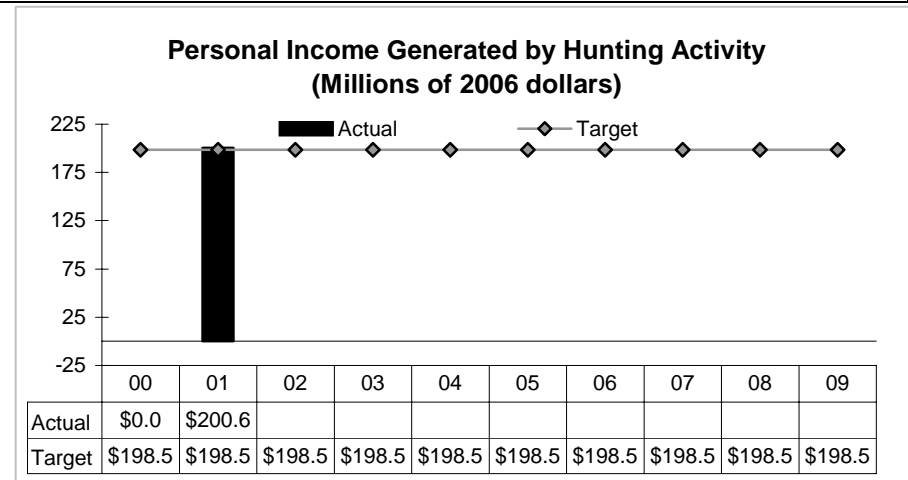
The performance measure illustrates that the contribution of hunting to the state economy is significant, especially in rural areas where most hunting activity takes place. Relative to the goal defined as the average of the last two surveys, personal income associated with hunting appears to be stable or increasing in Oregon.

4. **HOW WE COMPARE**

Direct comparisons are not possible.

5. **FACTORS AFFECTING RESULTS**

Agency actions to conserve wildlife populations will enhance hunting opportunities and/or provide additional opportunities. Increases in personal income would indicate that the public is taking more trips and/or spending more per trip due to the quality and availability of hunting opportunities. Effective conservation and management of wildlife populations result in positive economic impacts to small business and communities. Variance from the average may occur due to downturns in the national and state economy. In addition resource abundance such as availability of big game tags may influence the number of days in the field and associated expenditures



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**6. WHAT NEEDS TO BE DONE**

The agency will continue to maintain terrestrial game species at levels needed to satisfy the statewide goals related to wildlife conservation and recreational opportunities. Within biological constraints, the agency also needs to improve the quality of hunting experiences by considering 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**

These data are highly aggregated and only compiled periodically (every five years), a clear trend and a realistic target are difficult to discern at this time. Small sample size for some expenditure categories also makes comparisons somewhat difficult. Personal income in 1996 was adjusted downward in proportion to the level of special equipment expenditures to make direct comparisons with 2001 personal income.

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KPM #4	ANGLING LICENSE PURCHASES Percent of the license buying population with fishing licenses and/or tags	Measure since: 2001
<b>Goal</b>	The measure is directly related to the ODFW mission, “To protect and enhance...for use and enjoyment by present and future generations.”	
<b>Oregon Context</b>	License purchases are an indicator of participation in angling activities.	
<b>Data source</b>	The ODFW license database and Oregon Economic and Revenue Forecast, Department of Administrative Services	
<b>Owner</b>	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 19.1% of the State population ages 14-69.

4. **HOW WE COMPARE**

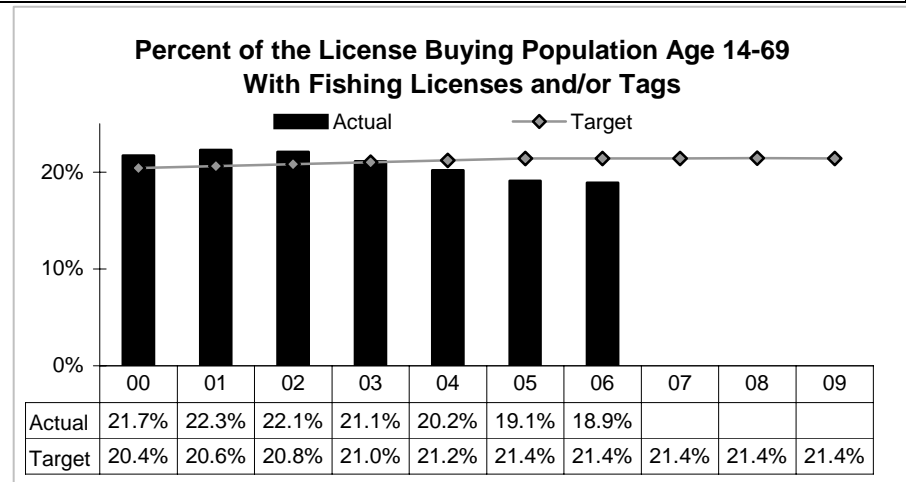
Similar trends have been observed on a national and regional basis. Adjacent states of California and Washington has exhibited similar stagnation in angling license sales during the last decade.

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.



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**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.

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KPM #5	OREGON FEDERALLY LISTED SPECIES The percentage of Oregon species listed as threatened or endangered under the Federal Endangered Species Act that have been de-listed in the last year	Measure since: 2005
<b>Goal</b>	The general goal of conserving threatened and endangered species	
<b>Oregon Context</b>	The goal is related to OBMs #85, #86 and #87, percent of monitored freshwater, marine, and terrestrial vertebrate species not at risk.	
<b>Data source</b>	U.S. Fish and Wildlife Service list of endangered and threatened species	
<b>Owner</b>	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 would indicate progress toward improving the condition of federally listed endangered and threatened wildlife and fish populations. The annual percent change is somewhat arbitrary because historical changes in de-listings have been infrequent.

3. **HOW WE ARE DOING**

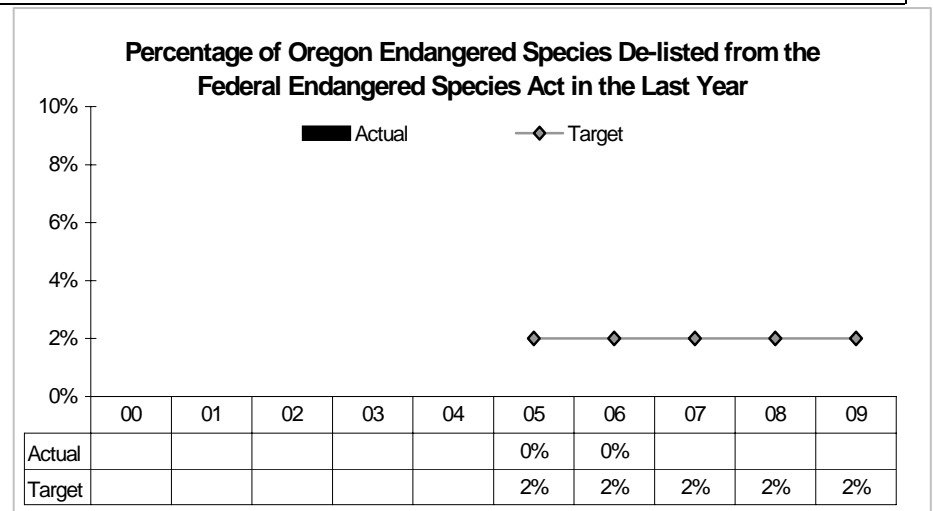
De-listing is generally a slow process that requires reversal of population trends. These trends were often established over decades with causes related to habitat degradation, overharvesting or invasive species. Since this is a new measure and the relevant timeframe may be decadal, at this stage it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



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

**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 on an annual basis although the relevant timeframe is likely to be much longer.

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

KPM #6	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	Measure since: 2005
<b>Goal</b>	The general goal of conserving threatened and endangered species	
<b>Oregon Context</b>	The goal is related to OBMs #85, #86 and #87, percent of monitored freshwater, marine, and terrestrial vertebrate species not at risk.	
<b>Data source</b>	Oregon list of endangered and threatened species	
<b>Owner</b>	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**

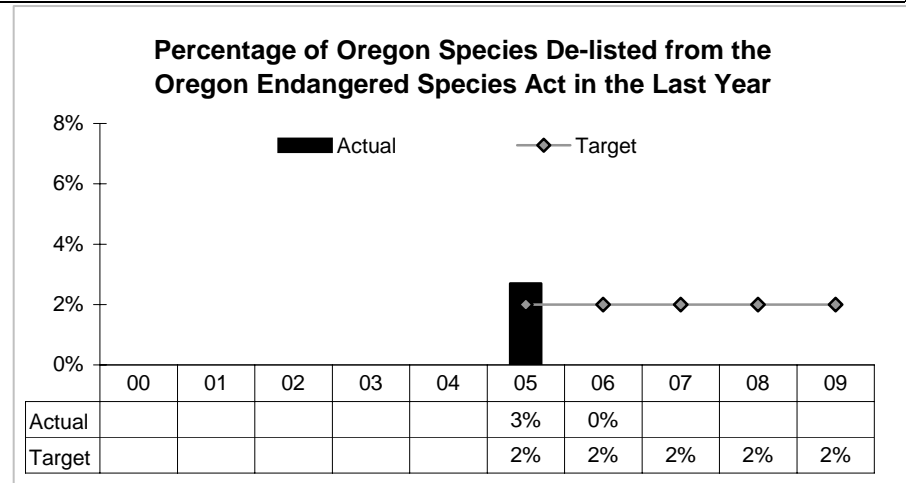
De-listing is generally a slow process that requires reversal of population trends. These trends were often established over decades with causes related to habitat degradation, overharvesting or invasive species. The Aleutian Canada Goose was de-listed during 2005. Since this is a new measure and the 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).



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**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 on an annual basis although the relevant timeframe is likely to be much longer.

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

<b>KPM #7</b>	<b>OREGON LISTED SPECIES</b> Number of species that were being considered for listing as threatened or endangered that were not listed in the last year due to state actions.	<b>Measure since: 2005</b>
<b>Goal</b>	The general goal of conserving threatened and endangered species	
<b>Oregon Context</b>	The goal is related to OBMs #85, #86 and #87, percent of monitored freshwater, marine, and terrestrial vertebrate species not at risk.	
<b>Data source</b>	Oregon list of endangered and threatened species	
<b>Owner</b>	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 conditions of potentially endangered and threatened wildlife and fish populations. The number is somewhat arbitrary because the factors influencing the listing decision may be numerous and subjective in nature.

3. **HOW WE ARE DOING**

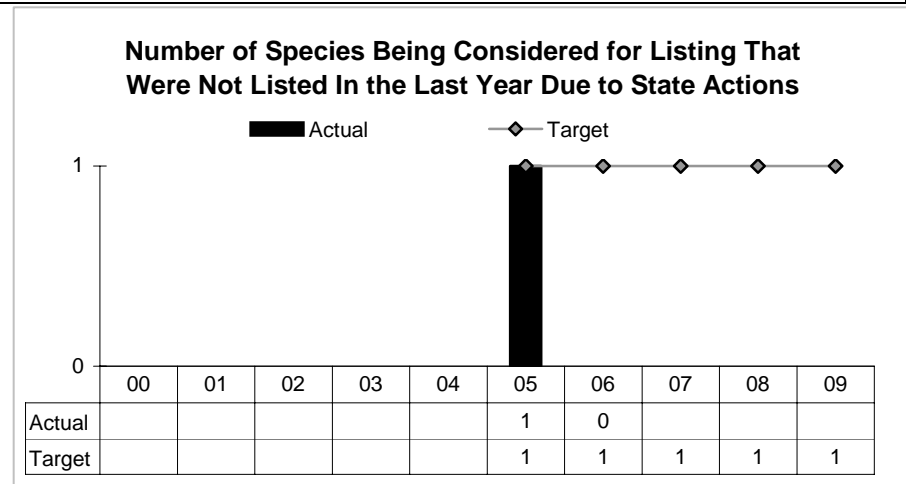
Recent cooperative agency management actions have helped to avoid listing of the Greater sage-grouse. Since this is a new measure and consideration for listing was not defined, it is difficult to define progress in achieving targets.

4. **HOW WE COMPARE**

Since this measure is somewhat subjective and this statistic is not collected in surrounding states, it is not possible to make this comparison.

5. **FACTORS AFFECTING RESULTS**

The reversal of population trends requires modification of factors that caused the original population declines. 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). Although agency actions have met the initial target, results will depend on the number of candidate species in a given year and ongoing actions of the agency to conserve these candidate species. These numbers will vary unpredictably over time.



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**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 reported by calendar year.

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

KPM #8	COHO HATCHERY FISH Percent of hatchery Coho surviving from smolt to adult	Measure since: 2005
<b>Goal</b>	The goal is directly related to providing recreational benefits to licensed anglers and the agency’s mission, “To protect and enhance ...for use and enjoyment of present and future generations.	
<b>Oregon Context</b>	Department seeks to improve returns through appropriate stocking and management strategies.	
<b>Data source</b>	ODFW, Fish Division, coded wire tag and landings data from commercial and recreational fisheries	
<b>Owner</b>	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 year 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 department also seeks to improve smolt survival to adult through appropriate stocking and management strategies.

4. **HOW WE COMPARE**

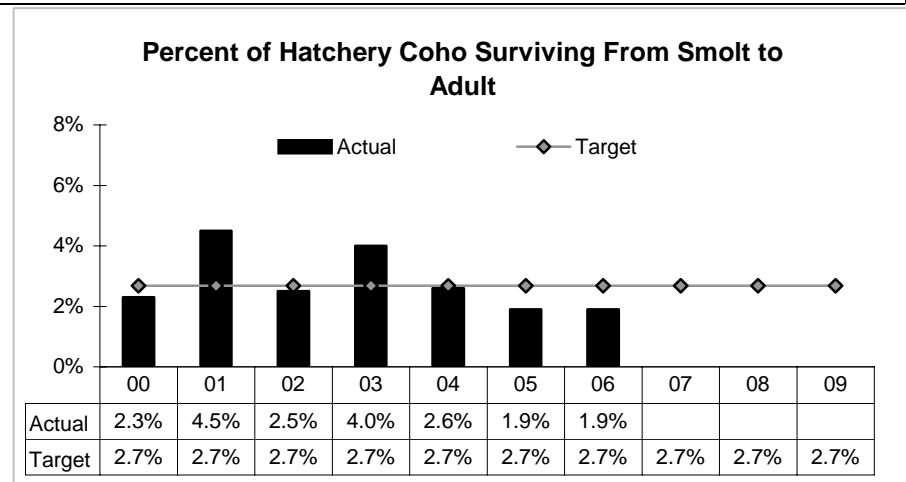
Comparison of hatchery operations and smolt survival are difficult to compare due to site specific conditions.

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 department 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.



**OREGON DEPARTMENT OF FISH AND WILDLIFE**

**II. KEY MEASURE ANALYSIS**

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

**7. ABOUT THE DATA**

These data are reported by calendar year.

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

KPM #9	COMMERCIAL FISHERIES Personal income generated from commercial fishery landings	Measure since: 2005
<b>Goal</b>	The measure is directly related to ODFW mission, “To protect and enhance ... for use and enjoyment by present and future generations.”	
<b>Oregon Context</b>	Linked to several economic benchmarks: OBM#1-Employment in rural Oregon, OBM#4-Job growth total and OBM#11-Per capita income.	
<b>Data source</b>	ODFW fish ticket information and data analysis	
<b>Owner</b>	ODFW, 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 (1996 to 2005). 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. (2005 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**

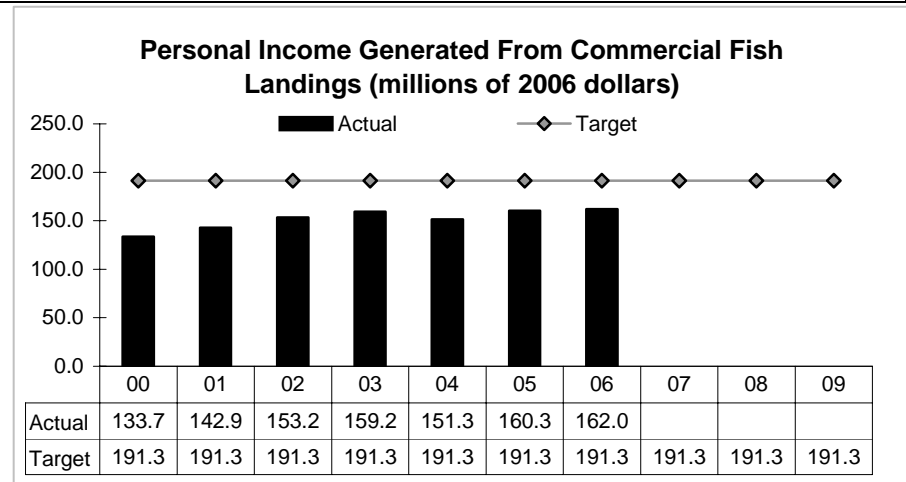
Recent personal income levels are above the 10-year average. Although effective management is required to maintain fisheries, environmental conditions also play an important role in marine fishery production. Environmental conditions affect the distribution and abundance of many commercial species. Commercial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



**OREGON DEPARTMENT OF FISH AND WILDLIFE**

**II. KEY MEASURE ANALYSIS**

**Agency Mission:** To protect and enhance Oregon’s fish and wildlife and their habitats for the use and enjoyment of present and future generations.

KPM #10	WILDLIFE DAMAGE Number of wildlife damage complaints	Measure since: 2001
<b>Goal</b>	To reduce wildlife damage and associated complaints.	
<b>Oregon Context</b>	To reduce negative impacts on livestock ranches and private property.	
<b>Data source</b>	ODFW, Wildlife Division damage complaint database	
<b>Owner</b>	ODFW, Wildlife Division, Larry Cooper (503) 947-6311, Tom Thornton (503) 947-6310	

**1. OUR STRATEGY**

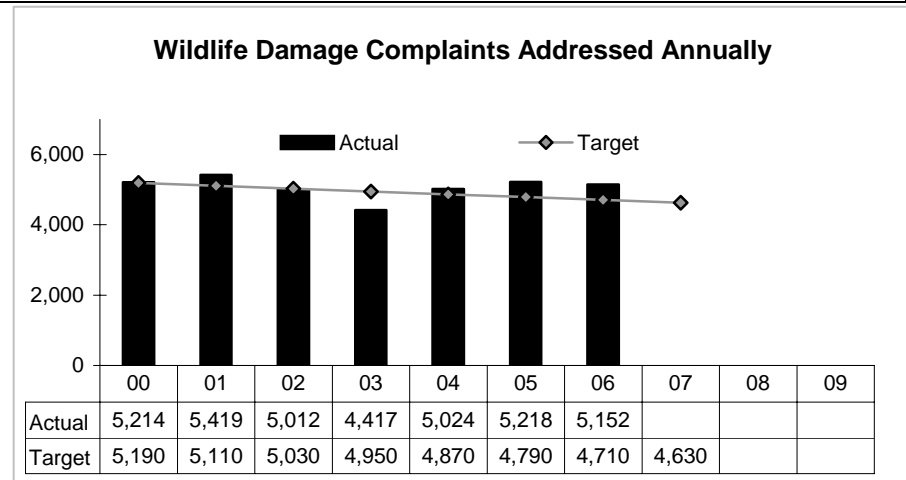
The Wildlife Division seeks to decrease levels of wildlife damage while maintaining wildlife population levels that satisfy goals associated with both conservation and recreational opportunities such as hunting and wildlife viewing.

**2. ABOUT THE TARGETS**

Lower numbers of damage complaints 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 4,417 in 2003 to the highest level of 5,419 in 2001. There is no clear trend between 2000 and 2005 although the annual numbers have 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.

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

KPM #11	OREGON SPECIES OF CONCERN Percent of fish species of concern (listed as threatened, endangered or sensitive) being monitored	Measure since: 2005
<b>Goal</b>	The general goal of conserving threatened, endangered or sensitive fish and wildlife species.	
<b>Oregon Context</b>	Goal is linked to OBMs #85-percent of monitored freshwater species not at risk; #88a percent at risk species protected in conservation areas	
<b>Data source</b>	Oregon list of endangered, threatened and sensitive fish species	
<b>Owner</b>	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**

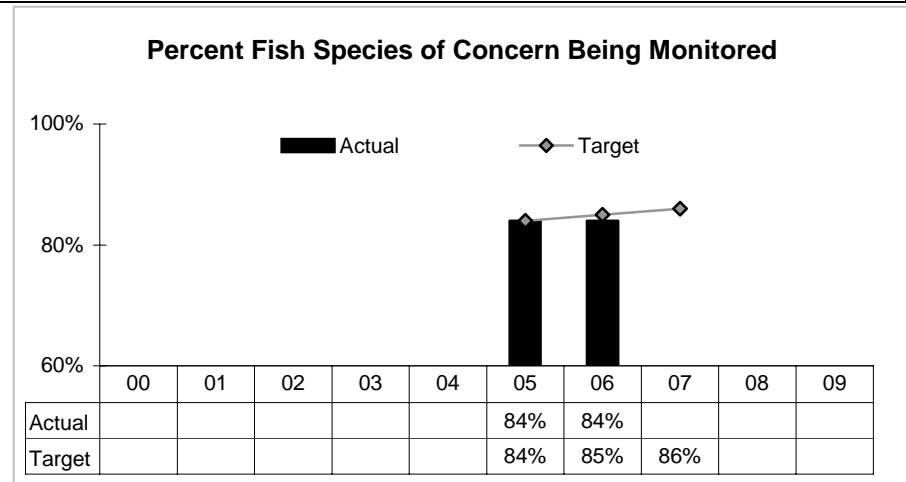
Comparable standards specific to Oregon do not exist.

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 department will continue to seek funding sources that will allow for increased monitoring of these fish species. The department will also adopt monitoring strategies associated with the Comprehensive Wildlife Strategy that will be implemented in 2006.



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

**7. ABOUT THE DATA**

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

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

KPM #12	OREGON SPECIES OF CONCERN Percent wildlife species of concern (listed as threatened, endangered or sensitive) being monitored	Measure since: 2005
<b>Goal</b>	The general goal of conserving threatened, endangered or sensitive fish and wildlife species.	
<b>Oregon Context</b>	Goal linked to OBMs #87b-percent monitored terrestrial vertebrate species not at risk; #88b percent at risk species in conservation areas.	
<b>Data source</b>	Oregon list of endangered, threatened and sensitive species	
<b>Owner</b>	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**

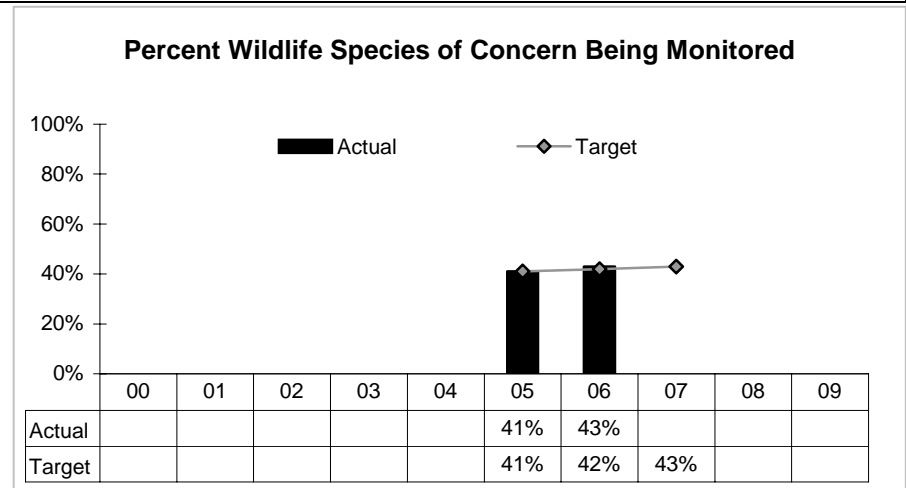
Comparable standards specific to Oregon do not exist.

**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 department will continue to seek funding sources that will allow for increased monitoring of these fish species. The department will also adopt monitoring strategies associated with the Comprehensive Wildlife Strategy that will be implemented in 2006.



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

**7. ABOUT THE DATA**

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

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

<b>KPM #13</b>	<b>DECREASING THE NUMBER OF UNSCREENED WATER DIVERSIONS</b> Number of unscreened priority water diversions	<b>Measure since:</b> <b>2001</b>
<b>Goal</b>	Improving survival of migrating salmon and steelhead and other fish inhabiting adjacent areas	
<b>Oregon Context</b>	Reducing the mortality of fish caused by entering irrigation diversions, linked to OMB#85 a and b, percent of freshwater species not at risk	
<b>Data source</b>	Fish Screening and Passage Program annual information	
<b>Owner</b>	Fish Division, Fish Screening and Passage Program, Bernie Kepshire (503) 947-6229	

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**

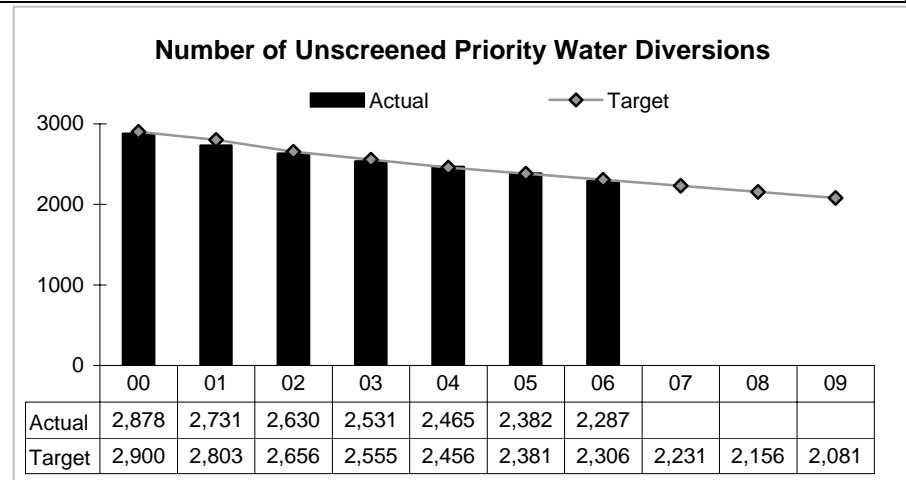
The number of screens installed in each of the last four of five years has exceeded the targeted decrease in unscreened priority water diversions. Causes of variance include (1) the nature and relative size of specific diversions and (2) the costs of the diversion.

6. **WHAT NEEDS TO BE DONE**

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

7. **ABOUT THE DATA**

Fish Screening and Passage Program annual information



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

KPMs #14 and #15	CUSTOMER SERVICE : Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall, timeliness, accuracy, helpfulness, expertise, availability of information	Measure since: 2006
<b>Goal</b>	To provide greater accountability and results from government by delivering service that satisfies customers.	
<b>Oregon Context</b>	To maintain and improve the following category ratings of agency service: overall quality of services, timeliness, accuracy, helpfulness, expertise and availability of information.	
<b>Data source</b>	ODFW survey of commercial license holders, people filing wildlife damage reports, landowner preference program and counter customers	
<b>Owner</b>	ODFW Customer Service Workgroup, Laurie Byerly (503) 947-6044 and Bryan Wright (503) 757-4186 ext. 225	

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**

Since this is a new measure, targets have not been defined. Another year of survey data may be useful in defining reasonable targets. 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 85.6% to 91.9% for all six categories. However, for availability of information at 85.6%, it appears that improvement is possible.

4. **HOW WE COMPARE**

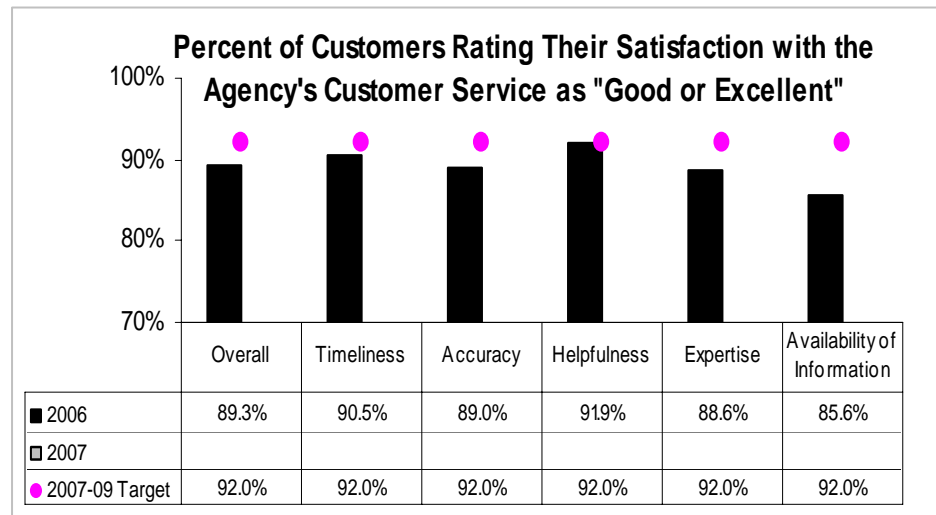
Since this is a new measure, comparisons with other agencies are not possible. Future comparisons may be possible among agencies if surveys are undertaken in a similar manner.

5. **FACTORS AFFECTING RESULTS**

For the total customer population surveyed, the margin 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. The subgroups within the survey provided different responses with the lowest scores of 78% to 86% for commercial respondents and the highest scores from sport license holders ranging from 89% to 95%.

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.



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

**7. ABOUT OUR CUSTOMER SERVICE SURVEY**

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 March 31, 2006 with all surveys received by May 24, 2006; d) Sampling frame: The sample frame was restricted to resident customers that had service (had contact with ODFW staff) during the 2005 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  $\pm 5$  percentage points with 95% confidence. In other words, estimates for the population proportions answering "Excellent", "Good", "Fair", "Poor", or "Don't Know" for each question were simultaneously to be no more than 0.05 from the true proportions 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 by a factor of 3.7 (which corresponds to a 27% response rate). The actual response rate was 42%. g) Weighting: Separate estimates were calculated for each of the four population strata and then combined according to standard formulae for stratified random sampling.

### III. USING PERFORMANCE DATA

The following questions indicate how performance measures and data are used for management and accountability purposes.	
<p><b>1 INCLUSIVITY</b> Describe the involvement of the following groups in the development of the agency's performance measures.</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Elected Officials: Legislators added several 05-07 measures directly.</li> <li>• Stakeholders: None</li> <li>• Citizens: None</li> </ul>
<p><b>2 MANAGING FOR RESULTS</b> How are performance measures used for management of the agency? What changes have been made in the past year?</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 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><b>3 STAFF TRAINING</b> What training has staff had in the past year on the practical value and use of performance measures?</p>	<p>A Department 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><b>4 COMMUNICATING RESULTS</b> How does the agency communicate performance results to each of the following audiences and for what purpose?</p>	<ul style="list-style-type: none"> <li>• Staff: Web page to communicate ongoing agency progress across divisions.</li> <li>• Elected Officials: Budget documents to relate agency progress for topics of special interest to elected officials.</li> <li>• Stakeholders: Web page and budget document to provide general agency information.</li> <li>• Citizens: Web page to provide general agency information.</li> </ul>