

## LFO Revised Budget Form #107BF04c

# OREGON DEPARTMENT OF STATE LANDS

## Annual Performance Progress Report (APPR) for Fiscal Year 2006-07

Original Submission Date: September 28, 2007

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**AGENCY NAME Oregon Department of State Lands**

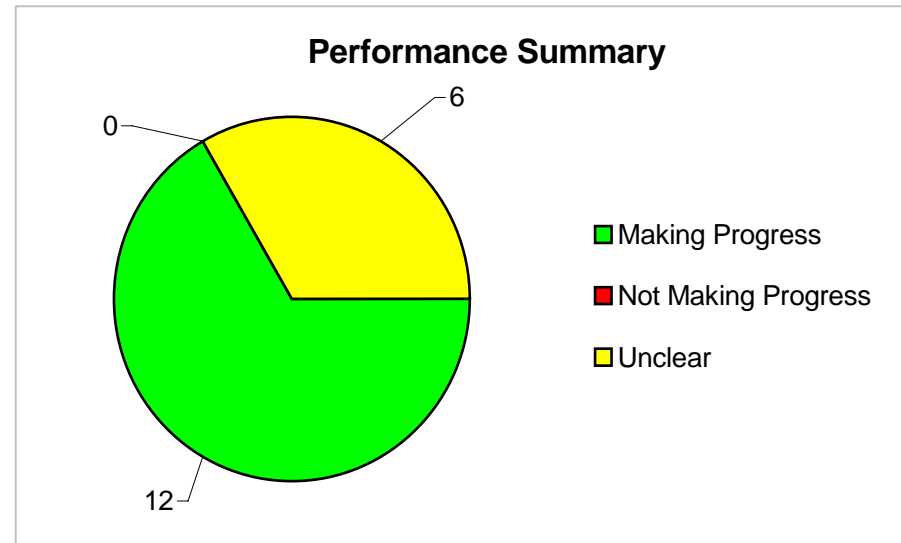
**I. EXECUTIVE SUMMARY**

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: Jeannette Holman	Phone: 503-986-5227
Alternate: Pamela Konstantopoulos	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 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, #77, 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.

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**3. PERFORMANCE SUMMARY**

Generally, DSL is moving forward on a positive trajectory, showing progress toward achievement of targets with 12 KPMs. In November, 2006, almost all of DSL's measures were substantially amended or deleted and replaced. Three entirely new measures related to the South Slough National Estuarine Research Reserve were added. Thus, this report reflects measurements and data collected in retrospect in many cases and for less than a one-year period in some instances making progress on six targets unclear at this time. However, based on the best available data available, DSL has made progress in achieving most of these targets, if not meeting the target, at least making progress toward achieving the target and reversing downward trends from previous years.

**4. CHALLENGES**

Many of the challenges facing DSL in achieving these KPMs are a result of staffing difficulties (too few staff, staff turnover, delays in hiring due to budget constraints). As noted above, changing KPMs in November 2006 challenged DSL's ability to report completely on all measures. However, the revised and new measures largely eliminated those measures or actions that were beyond the control of the agency (such as the creation of wetland mitigation banks and the availability of credits). Market conditions have 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 the factors affecting the rate of harvest in the Elliot State Forest.

**5. RESOURCES USED AND EFFICIENCY**

During fiscal year 2007, the total expenses of the Department of State Lands were \$15,228,094 (including expenses of the Department of Forestry in managing Common School Fund forestland) and revenues from all sources (excluding investment of the Fund) were \$22,677,532 (excluding moneys received for settlement of the New Carissa lawsuit). 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.

**AGENCY NAME: Oregon Department of State Lands**

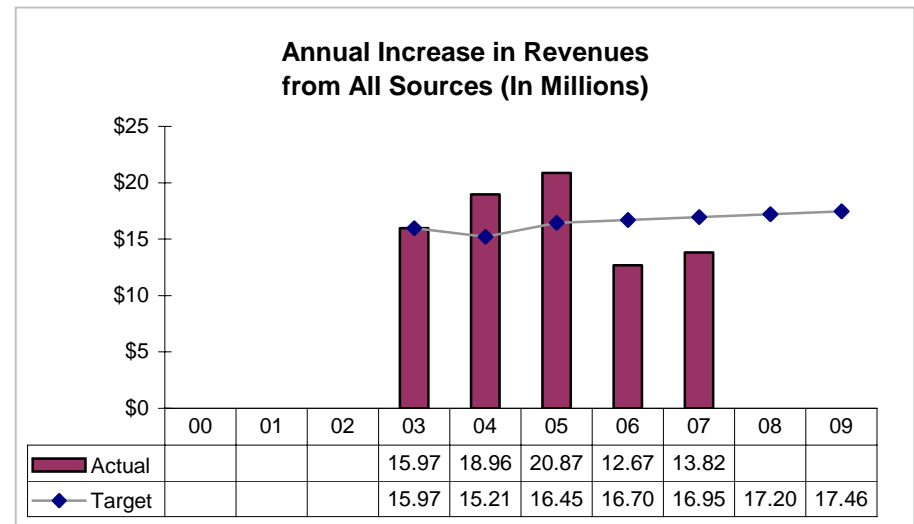
**II. KEY MEASURE ANALYSIS**

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.

<b>KPM #1</b>	<b>ANNUAL INCREASE IN REVENUES Percent of Annual Increase in Revenues from All Sources.</b>	<b>Measure since: 2003</b>
<b>Goal</b>	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.	
<b>Oregon Context</b>	This measure is linked to the agency mission.	
<b>Data source</b>	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.	
<b>Owner</b>	Finance & Administration, Jeannette Holman (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 lessees 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 uses of land (e.g. wind 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 2007 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 several 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**

The previous goal to reach \$1 billion was reached and sustained during the last months of fiscal year 2006. Fiscal Year 2007 saw an increase in revenues (9%) over the FY 2006 revenues which showed a dramatic decline due to a \$10 million drop in revenue from timber harvests. However, the agency was not yet able to increase revenues to the level demonstrated in FY 2005. With the application of additional resources approved in the 2007-09 Agency Budget

**AGENCY NAME: Oregon Department of State Lands****II. KEY MEASURE ANALYSIS**

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.

and continued implementation of the agency's Strategic Plan, we anticipate improvement in this performance measure. A large variance is shown for 2003 to 2004 due to the original inclusion of equities gain or loss from investment of the Fund. Since 2004, DSL has not included these earnings because they are totally outside the control of the agency. For 2005 and after, only revenues derived from activities controlled by the agency are included.

**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 agency lacks sufficient staff to fully perform all desired aspects of the asset management plan to optimize revenues. Certain planned activities to generate more revenue, such as transfer of land from BLM to the Common School Fund, are moving forward slowly as inter-governmental and public comments are considered. Timber harvest revenue declined sharply during the 2006 fiscal year resulting in a significant decrease in revenues for that period but was up slightly in the FY 2007.

**6. WHAT NEEDS TO BE DONE**

The agency will continue its strategy to increase revenues. Full implementation of the revised Strategic Plan and Asset Management Plan will improve revenue generation. Additional staff approved in the 2007-09 Agency Budget need to be hired and trained in order to fully accomplish the agency mission.

**7. ABOUT THE DATA**

This data is based on the Oregon fiscal year. It is derived from official State Financial Management System (SFMS) 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 & Administration Division at (503) 986-5227.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

KPM #2	INCREASE UNCLAIMED PROPERTY HOLDER REPORTING – Percent annual increase in amount of unclaimed property reported and remitted annually.	Measure since: 2001
<b>Goal</b>	Increase corpus of Common School Fund to greater than \$1 billion in order to distribute \$20-50 million annually to schools.	
<b>Oregon Context</b>	Agency Mission.	
<b>Data source</b>	Total amount of unclaimed property received annually by the Department of State Lands.	
<b>Owner</b>	Unclaimed Property Section, Cyndi Wickham, (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 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**

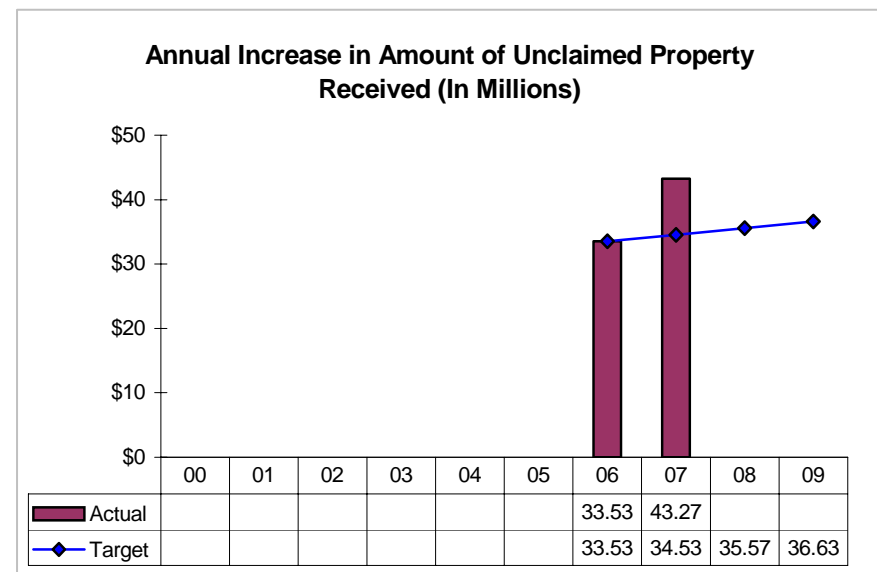
The 2007 receipts reflect a large increase over fiscal year 2006 of 29%. The percentage of increase is not sustainable because it is due to an influx of property generated by the demutualization of several insurance companies approximately six years ago. It is anticipated that the 2008 receipts will be lower than 2007 but higher than 2006. Overall the trend of increasing receipts should be 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.



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**II. KEY MEASURE ANALYSIS**

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**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**

Unclaimed property is reported in November for the fiscal year ending on June 30. The receipts are then recognized in the fiscal year during which they are received. By changing the measure to actual dollar amounts the agency can provide an accurate and consistent set of data on a continuous basis.

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**II. KEY MEASURE ANALYSIS**

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.

KPM #3	Net Operating Income– Change in net operating income for all Common School Fund land assets.	Measure since: 2006
<b>Goal</b>	Increase corpus of Common School Fund to greater than \$1 billion in order to distribute \$20 – 50 million annually to schools.	
<b>Oregon Context</b>	This measure relates to the agency’s Asset Management Plan.	
<b>Data source</b>	State financial management system.	
<b>Owner</b>	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 in the 2006-2016 Asset Management Plan established the Target of 3% to 5% growth per year.

- Percent Change in NOI FY 2005 to FY 2006 = -63.5% (income fell from \$16.12 million in FY 2005 to \$5.88 million in FY 2006)
- Percent Change in NOI FY 2006 to FY 2007 = 82.9% (income increased from \$5.88 million in FY 2006 to \$10.04 million in FY 2007)

**3. HOW WE ARE DOING**

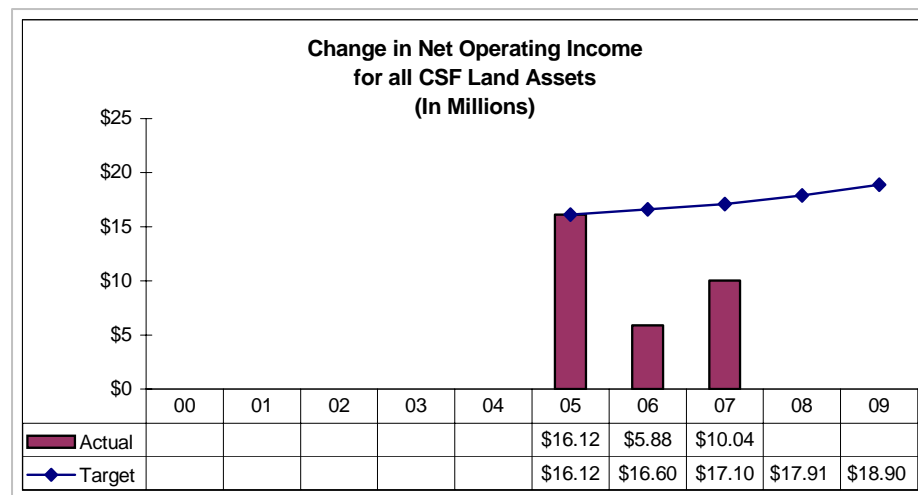
This is a new measure and shows only the comparison for change over the past three years. A very high percentage of costs and revenue are associated with the forestlands component of the land asset base. The percentage change in NOI fluctuates greatly due to the timber price volatility and supply. This is largely due to economic market conditions and the effect on timber harvest of federally-listed endangered species. However, while not achieving our original target, the agency did make some gains in FY 2007.

**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.

**5. FACTORS AFFECTING RESULTS**

Data collection; timber prices; timber sales; federally-listed endangered species.



**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

**6. WHAT NEEDS TO BE DONE**

The budget and expenditure tracking system has been revamped for the 07-09 period to enable more accurate reporting of the factors that influence the NOI calculation.

**7. ABOUT THE DATA**

The data to compile this KPM were derived from the current accounting system and the Land Administration System. 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. No fire costs or other capital improvement expenditures are included.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

<b>KPM #4</b>	<b>Total annual revenue from real estate assets</b> Change in total annual revenue obtained from management of Common School Fund real estate assets.	<b>Measure since: 2006</b>
<b>Goal</b>	Increase corpus of Common School Fund to greater than \$1 billion in order to distribute \$20 – 50 million annually to schools.	
<b>Oregon Context</b>	This measure relates to the agency’s Asset Management Plan.	
<b>Data source</b>	State financial management system.	
<b>Owner</b>	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 in the 2006-2016 Asset Management Plan established the Target of 3% to 5% growth per year.

- Percent Change in NOI FY 2005 to FY 2006 = -43% (down from \$23.97 million in FY 2005 to \$13.01 million in FY 2006)
- Percent Change in NOI FY 2006 to FY 2007 = 25% (up from \$13.01 million in FY 2006 to \$16.30 million in FY 2007)

**3. HOW WE ARE DOING**

This is a new measure and shows only the comparison for change over the past three years. 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 harvest levels. This is largely due to economic market conditions and the effect on timber harvest of federally-listed endangered species. Although we did not recover completely from the decrease in FY 2006, the agency did make positive gains during FY 2007.

**4. HOW WE COMPARE**

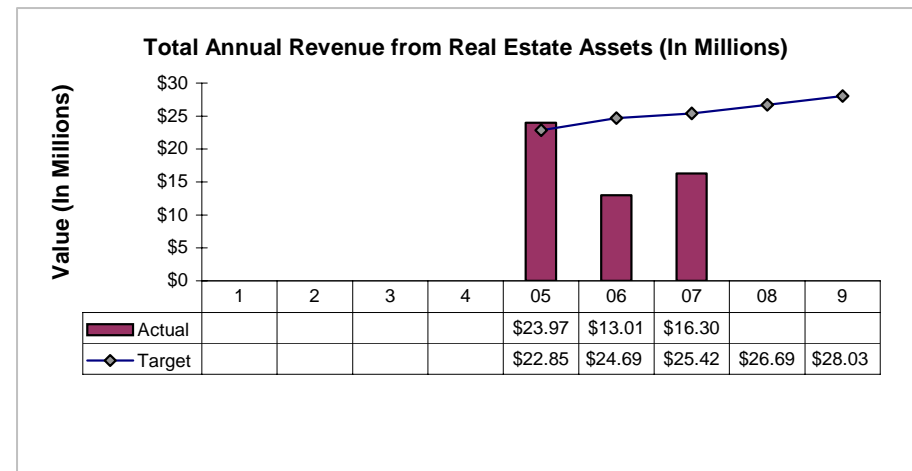
There are no comparable measures. We are working with other western state trust land managers to develop uniform measures for performance comparison.

**5. FACTORS AFFECTING RESULTS**

Data collection; timber prices; timber sales; federally-listed endangered species.

**6. WHAT NEEDS TO BE DONE**

The revenue tracking system has been revamped for the 07-09 biennium to enable more accurate reporting of the factors that influence this calculation.



**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

**7. ABOUT THE DATA**

The data to compile this KPM were derived from the current accounting system and the Land Administration System.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

KPM #5	Net Revenue from Escheated Estates Increase in net revenue from escheated estates.	Measure since: 2003
<b>Goal</b>	Increase corpus of Common School Fund to greater than \$1 billion in order to distribute \$20 – 50 million annually to schools.	
<b>Oregon Context</b>	Agency Mission.	
<b>Data source</b>	State financial management system. Accounting records for estates handled by Department.	
<b>Owner</b>	Estates Program: Pamela Konstantopoulos/Jeannette Holman (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 first report that data has been available to establish targets. Targets take into consideration the original net revenue and set a goal to reduce the non-reimbursed cost gradually over the course of the next few years.

**3. HOW WE ARE DOING**

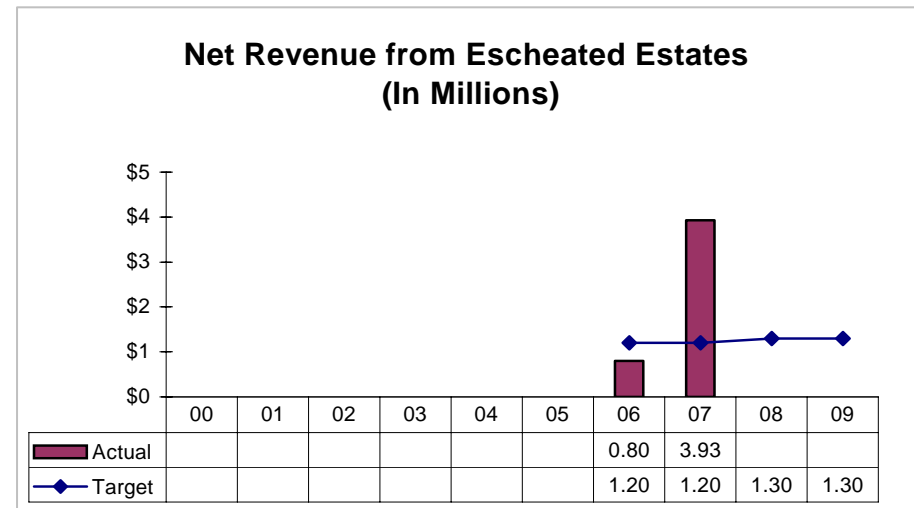
The percentage of operations to revenue increased slightly during the 2006 fiscal year due to the addition of two new staff. The impact in increased revenue as a result of these positions is starting to show in the 2007 fiscal year. It is expected that revenue will continue to increase and administrative costs drop 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 that come to us is outside of our control. We receive estates valued at several million dollars and many that are 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



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**II. KEY MEASURE ANALYSIS**

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program as well as streamlining administration processes is resulting in increased revenues for lower administrative costs. This last fiscal year, the program brought in over \$5.4 million at an expense to the state of just \$289,000.

**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. It does not consider money returned to heirs or the value of estates being managed during a given fiscal year. Data is derived from the SFMA system to ensure reliability.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

KPM #6	Administrative and Operational Costs Percent of program revenue streams used to cover administrative and operational costs of revenue generating programs.	Measure since: 2003
<b>Goal</b>	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.	
<b>Oregon Context</b>	This measure is linked to the agency mission, Strategic Plan and Asset Management Plan.	
<b>Data source</b>	The information is derived from State Financial Management System (SFMS), agency accounting and program records.	
<b>Owner</b>	Steve Purchase, Assistant Director, Land Management Division (503) 986-5279.	

**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

No targets have been established. The measure relates to KPM #3. In the 2006-2016 Asset Management Plan, the Land Board has established a target of 3% to 5% growth per year for Net Operating Income.

**3. HOW WE ARE DOING**

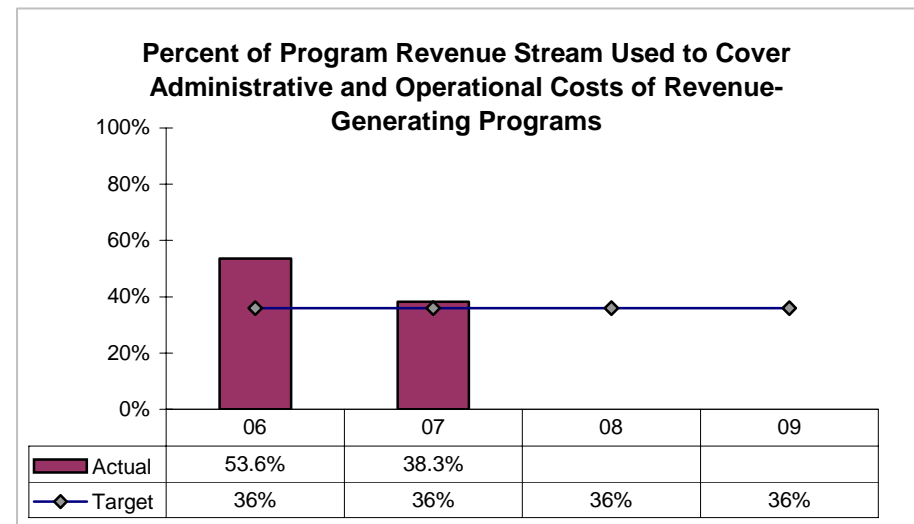
This measure was amended significantly in 2006 to remove costs associated with programs that are not revenue generating, such as the removal – fill permitting program. This revised measure now represents a summary of program costs for agricultural, forest, industrial-commercial –residential, mineral and energy resource, range, and special stewardship lands and waterways. This measure shows only the comparison for change over the past three years. 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 economic market conditions and the effect on timber harvest of federally-listed endangered species. It is notable that in 2007, DSL nearly met the target of 36%, reducing administrative and operational costs and increasing revenue in a way that resulted in a drop of 15.3%.

**4. HOW WE COMPARE**

There are no comparable measures. The Department is working with other western state trust land managers to develop uniform measures for performance comparison.

**5. FACTORS AFFECTING RESULTS**

Data collection, timber prices, timber sales and federally listed endangered species all affect the results.



**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

**6. WHAT NEEDS TO BE DONE**

The agency's revenue tracking system has been revamped for the 2007-09 biennium to enable more accurate reporting of the factors that influence this calculation.

**7. ABOUT THE DATA**

The data to compile this KPM was derived from the current accounting system and the agency's Land Administration System.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

<b>KPM #7</b>	<b>Completed Resource Inventories</b> Percent of DSL lands and waterways with completed resource inventories.	<b>Measure since: 2003</b>
<b>Goal</b>	Goal 1: Area management plans in place for all state-owned land and water resources.	
<b>Oregon Context</b>	Agency Mission.	
<b>Data source</b>	Number of inventories completed by Department staff.	
<b>Owner</b>	Land Management Division, Steve Purchase/John Lilly, (503) 986-5279/(503) 986-5281.	

**1. OUR STRATEGY**

Our strategy on this performance measure is to complete 30,000 acres of rangeland inventories per year and one water body per year.

**2. ABOUT THE TARGETS**

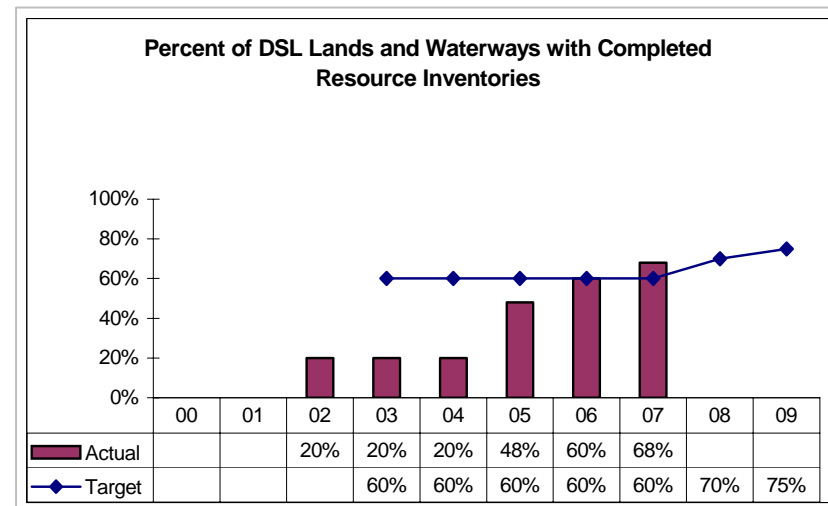
The targets are based on the known number of acres of blocked rangelands and the number of state-owned lakes and rivers. The percent of DSL land and waterways with completed resources inventories should increase on an annual basis to reflect actual field inventories.

**3. HOW WE ARE DOING**

In FY 2007, DSL exceeded the target by 8 percent. The performance measure is a direct indicator of how DSL is progressing towards having the basic data collected to complete area management plans for its state-owned land and water resources. Inventories are an indicator of what DSL knows about the assets and resources it manages. This critical information assists in management decisions, particularly leasing and land sales. The variance is a function of the pace at which this work is being done and the lack of staff resources available to complete the inventories. The '07 legislature approved a proposed DSL budget package for three seasonal positions for inventory work.

**4. HOW WE COMPARE**

There is no comparable public or private industry standards.



**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

**5. FACTORS AFFECTING RESULTS**

During the summer of 2007, DSL continued to perform rangeland inventories and studies of cultural resources on 30,000 acres of rangelands in Eastern Oregon. These provide the basic information necessary to establish appropriate grazing levels on leased lands and to develop area management plans. DSL has completed waterway inventories on Tahkenitch and Garrison Lakes and the Snake and Nehalem Rivers during fiscal year 2007.

**6. WHAT NEEDS TO BE DONE**

This data indicates DSL must continue to complete its resource inventories at least at the current rate. The authorization by the 2007 Legislative Assembly for additional staff and funding to address land and waterway management tasks should help DSL make progress in completing waterway resource inventories and meeting its performance measures.

**7. ABOUT THE DATA**

The data is based on information that is known to DSL. Rangelands resources data is based on actual number of acres. The actual number of acres of inventory on an annual basis is also known. However, DSL's waterway resource inventory information is suspect because of two factors. One, there is no mechanism or notice for a local entity to notify the state when it authorizes a building permit on a state owned water body. DSL has requested all county building departments notify DSL when an applicant comes forward with a building application. The significant result is that DSL is not informed when a new structure or land use approval is given on the state's waterway. The second factor is that DSL inventories all structures on water bodies even though many of the existing structures are exempt from lease, easements or other state authorizations and may be on privately owned tidelands. There is a considerable amount of staff time involved in determining the various exemptions and ownership patterns in the state.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

<b>KPM #8</b>	<b>Completed Management Plans or Policies</b> Percent of DSL lands and waterways with completed area management plans or policies.	<b>Measure since: 2003</b>
<b>Goal</b>	Goal 1: Area management plans in place for all state-owned land and water resources.	
<b>Oregon Context</b>	This measure relates only to the agency mission and goals.	
<b>Data source</b>	Number of area management plans completed by Department staff and contractors.	
<b>Owner</b>	Land Management Division, Steve Purchase/John Lilly, (503) 986-5279/(503) 986-5281.	

**1. OUR STRATEGY**

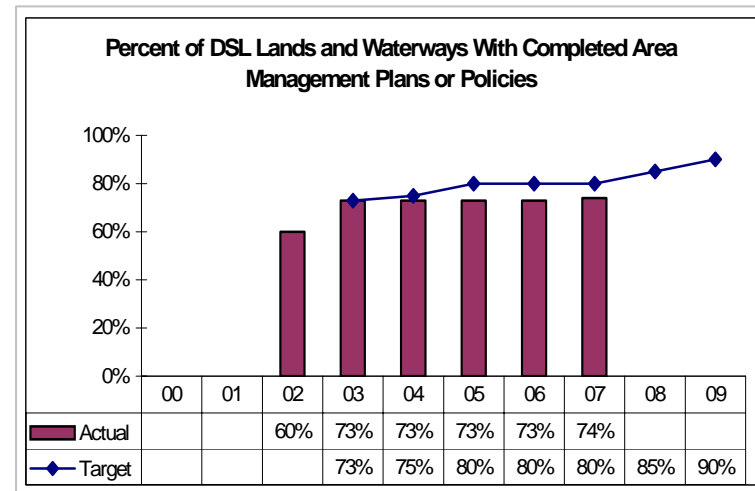
DSL’s strategy on this performance measure is to complete area management plans on its land and waterway resources.

**2. ABOUT THE TARGETS**

The targets are based on the number of parcels that require land use plans for the development and use of Industrial, Commercial, Residential lands, and ongoing planning efforts including rangeland management, forest management, river management, and revision of DSL’s Asset Management Plan. The higher the number the greater number of area management plans are completed.

**3. HOW WE ARE DOING**

DSL is currently involved in eight planning efforts. The target is nearly achieved but has been delayed due to three additional planning efforts that were not anticipated by DSL. DSL has undertaken management plans with the BLM on the Sandy River and the John Day River. In mid 2006, DSL commenced a land management and development plan on the 880-acre South Redmond Parcel near Redmond Airport and industrial areas. In addition, DSL has completed its overall Asset Management Plan and the 640-acre Stevens Road Tract near bend. DSL is still revising the Elliott Forest Plan and Habitat Conservation Plan and several minor rangeland plans.



In addition, DSL has completed its overall Asset Management Plan and the 640-acre Stevens Road Tract near bend. DSL is still revising the Elliott Forest Plan and Habitat Conservation Plan and several minor rangeland plans.

The measure demonstrates how near to completion DSL is in having area management plans in place for all its state-owned lands and waterways. This is critically important in determining the highest and best use for these lands as well as planning for future revenue producing opportunities and resolving competing resource and public needs.

**4. HOW WE COMPARE**

There are no comparable public or private industry standards.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

**5. FACTORS AFFECTING RESULTS**

DSL staff has been requested to participate in the BLM's two new river management plans for the Sandy and John Day Rivers. In addition, the City of Redmond and Deschutes County requested that DSL engage in a planning process for the 880-acre South Redmond Property. That plan is scheduled for completion in early 2008. The Elliott Plan and the associated Habitat Conservation Plan completion date have been delayed until December 2008 in order to address additional issues raised by the Endangered Species Act review. DSL is starting 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 plans are anticipated to be completed by mid 09-11 biennium. DSL is also hoping for approval of its Elliott Plan and Habitat Conservation Plan by December 2008. That plan covers approximately 90,000 acres or approximately five percent of its land base.

**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 measures. 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 reporting cycle is the Oregon Fiscal Year for the percent of completed area management plans. The data is very 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.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

KPM #9	No Net Loss of Wetlands Percent change in freshwater and estuarine wetland acreage due to permit actions.	Measure since: 2003
<b>Goal</b>	Goal 2: Maintain and restore wetlands.	
<b>Oregon Context</b>	OBM #77 and Agency Mission.	
<b>Data source</b>	Number of acres based on permit activities and wetland restoration activities monitored by Department staff.	
<b>Owner</b>	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.

**2. ABOUT THE TARGETS**

The target of the regulatory program is 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.

**3. HOW WE ARE DOING**

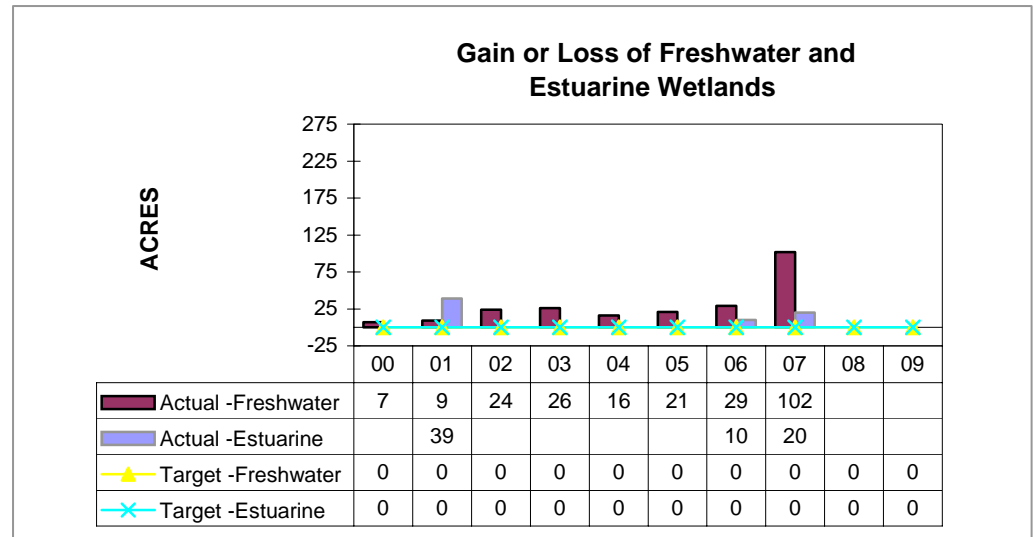
During the eight-year period shown on the graph, DSL has met and exceeded this performance measure showing a net gain of freshwater and estuarine wetlands every year. The agency is working hard to collect better data. This effort, combined with the occurrence of a couple of projects with large mitigation efforts resulted in the large increase in freshwater wetland gains in FY 2007.

**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.



**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

**6. WHAT NEEDS TO BE DONE**

The Department is developing and implementing a compliance-monitoring program to systematically and scientifically sample compliance of all types of projects, including compensatory wetland mitigation. The purpose of the 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.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

<b>KPM #10</b>	<b>Annual Resolution of Removal-Fill Violations</b> Percent of removal-fill violations coming in during fiscal year that are resolved within one year.	<b>Measure since: 2003</b>
<b>Goal</b>	Goal 2: Maintain and restore wetlands.	
<b>Oregon Context</b>	OBM #77 and Agency Mission.	
<b>Data source</b>	Monitoring reports by Department staff.	
<b>Owner</b>	Wetlands and Waterway Conservation Division: Kevin Moynahan/Janet Morlan, (503) 986-5259, (503) 986-5236.	

**1. OUR STRATEGY**

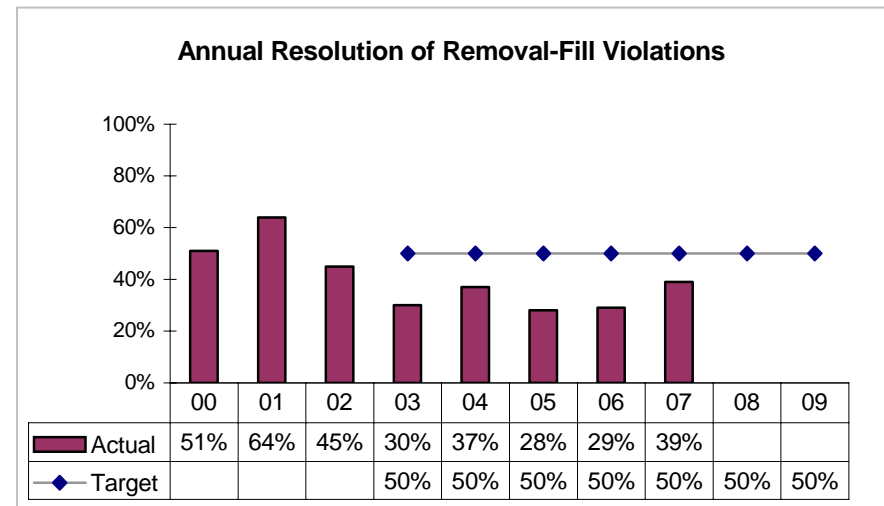
Identify violations through compliance monitoring and resolve through administrative means available to the agency. Work with violators in a responsible and fair manner to mitigate for damage to waters of the state.

**2. ABOUT THE TARGETS**

The target set at 50% is the minimum DSL would hope to see. Some violations carry over from one year to the next. It is unlikely that the agency could resolve 100% in any given year.

**3. HOW WE ARE DOING**

The percent of violations the agency has resolved generally decreased over the last seven years as increased emphasis has been placed by the legislature on issuing authorizations within defined statutory time periods. In FY 2007, however, the agency improved its performance by 10% from FY 2006 – from 29% to 39%. Additionally, the agency is developing program improvements including facilitating the permit application review process that will, among other things, free up staff to spend more time addressing violations and resolving them more expeditiously.



**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.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

**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.

**7. ABOUT THE DATA**

The data is obtained from the Land Administration System. 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.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

KPM #11	Permit Compliance Rate of compliance with removal-fill permit conditions.	Measure since: 2003
<b>Goal</b>	Goal 2: Maintain and restore wetlands.	
<b>Oregon Context</b>	OBM #77 and Agency Mission.	
<b>Data source</b>	Department data acquired by monitoring permitted projects.	
<b>Owner</b>	Wetlands and Waterway Conservation Division: Kevin Moynahan (503) 986-5259.	

**1. OUR STRATEGY**

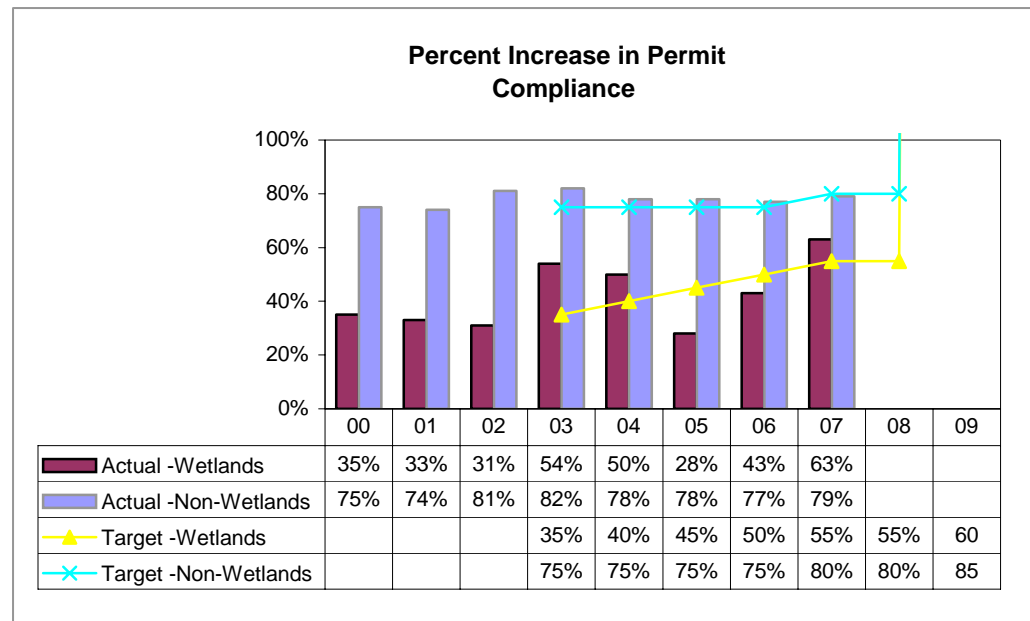
Identify violations through compliance monitoring and resolve through administrative means available to the agency. Work with violators in a responsible and fair manner to mitigate for damage to waters of the state.

**2. ABOUT THE TARGETS**

The target is gradually increased at the rate of 5% a year beginning in 2003 for wetlands to a target of 55% for this year – for non-wetlands the target is 80% for this year. Some violations carry over from one year to the next. The target for wetlands is lower 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. The agency is considering a way to more accurately assess compliance as the results do not address the overall rate of compliance with all conditions in a permit nor do they weigh the relative significance of the violated conditions.

**3. HOW WE ARE DOING**

The percent of wetland violations the agency has been resolving 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 in permit compliance related to wetlands (43% - 63%) and exceeded its target and came close to meeting its goal for FY 2007 for non-wetland related permit compliance.



**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

**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 over the last several years to achieve optimal results. Currently the agency is emphasizing on-time delivery of authorizations.

**6. WHAT NEEDS TO BE DONE**

The Department is developing 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.

**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.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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<b>KPM #12</b>	<b>Use of Payment to Provide Moneys</b>	<b>Measure since: 2006</b>
	Percent payment-to-provide money received in Mitigation Bank Fund obligated and committed within one year.	
<b>Goal</b>	Goal 2: Maintain and restore wetlands.	
<b>Oregon Context</b>	OBM #77 and Agency Mission.	
<b>Data source</b>	Agency records indicating restoration projects funded and moneys received into Wetland Mitigation Bank Revolving Fund.	
<b>Owner</b>	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, encourage the commitment of payment in lieu of mitigation funds within one year after such payments are made into the Mitigation Bank Revolving Fund.

**2. ABOUT THE TARGETS**

The agency anticipates meeting the target in FY 2008. It is reasonable to expect the agency should get the moneys coming into the fund out within one year for qualified projects.

**3. HOW WE ARE DOING**

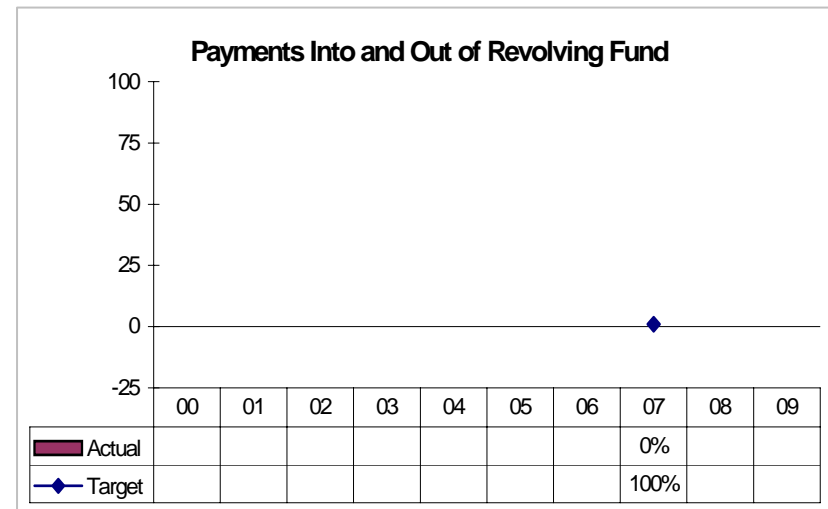
The agency received authorization during the 2007 legislative session to hire a Payment in Lieu Specialist to manage the Mitigation Bank Revolving Fund. This will improve the agency’s ability to turn around funds received within one year. The position was filled in September 2007 and will spend the first 4-6 months assessing the Mitigation Bank Revolving Fund program and implementing improvements designed to meet the standard. The agency expects to be able to approach or achieve the target in fiscal year 2008.

**4. HOW WE COMPARE**

There is no comparable public or private industry standard.

**5. FACTORS AFFECTING RESULTS**

How fast the program can be assessed and put in shape by the new specialist will affect the agency’s ability to meet this standard during the upcoming year. This measure was revised substantially in November 2006.



**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

**6. WHAT NEEDS TO BE DONE**

The Payment in Lieu Specialist was hired September 10, 2007 and will be assessing the existing program over the first 4-6 months – then implementing improvements to the program.

**7. ABOUT THE DATA**

The data is obtained from the Land Administration System. 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.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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<b>KPM #13</b>	<b>Permit Decisions Made within Statutory Time Period</b> Percent of permit decisions made within 120 days after initial receipt of an application.	<b>Measure since: 2003</b>
<b>Goal</b>	Goal 2: Implement management strategies to streamline permit processes and assist economic recovery.	
<b>Oregon Context</b>	EO 03-01 and EO 03-02.	
<b>Data source</b>	Department's computerized land database records, the Land Administration System (LAS).	
<b>Owner</b>	Kevin Moynahan, Assistant Director, Wetlands and Waterways Conservation (503) 986-5259.	

**1. OUR STRATEGY**

Make issuing on-time authorizations our highest priority by focusing staff resources on permit processing. Develop e-commerce and web-based permitting process to improve application process. To the extent the agency improves the application process the better its performance under this measure will be.

**2. ABOUT THE TARGETS**

Our goal is to consistently hit the target of 100% on-time permit issuance.

**3. HOW WE ARE DOING**

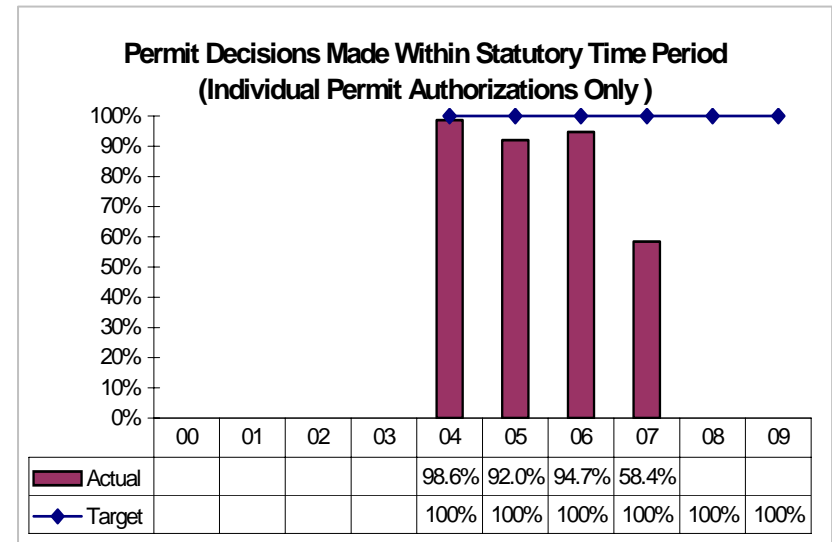
DSL changed the way it accounts for its performance under this measure to better gauge the ability of the agency to assess the application process and implement changes to improve its performance in this area. This is reflected in the lower percentages in meeting this target in the last fiscal year.

**4. HOW WE COMPARE**

There is no comparable public or private industry standard.

**5. FACTORS AFFECTING RESULTS**

The biggest factor adversely affecting results is the change in the way the agency accounts for compliance with this measure. In the previous accounting, agency performance was gauged on its ability to process within 90 days applications that were already deemed complete. In November 2006, this measure was changed, so for this year and ensuing years, the agency will base the measure not on processing completed applications but will take into account the process of making sure applications are complete in the first place when they are submitted. In many cases individual permit applications DSL receives are not completed in accordance with regulatory or agency requirements and must either be returned to the applicant or put on hold pending repair – thus resulting in processing delays.



**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

**6. WHAT NEEDS TO BE DONE**

The agency will continue to evaluate and improve its internal processes to deliver better customer service. DSL is working to develop and implement improvements to the application process that will improve compliance with this measure. These improvements include an intuitive web-based application process and provision to the public of GIS interfaces so that more information is available for applicants early on in the planning and application process. 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.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

<b>KPM #14</b>	<b>Economic Revitalization Team Customer Service</b> Percent of local participants who rank Department involvement in the ERT process as good to excellent.	<b>Measure since: 2006</b>
<b>Goal</b>	Goal 6: Implement management strategies to streamline permit processes and assist economic recovery.	
<b>Oregon Context</b>	EO 03-01 and EO 03-02.	
<b>Data source</b>	Results from biennial customer service survey conducted by Economic Revitalization Team (ERT).	
<b>Owner</b>	Wetlands and Waterway Conservation Division: Kirk Jarvie/Kevin Moynahan (503) 986-5320/(503) 986-5259.	

**1. OUR STRATEGY**

The Governor’s Economic Revitalization Team (ERT) includes, in their 2006 Biennial Customer Satisfaction Study for the Progress Board, questions measuring customer satisfaction for four partner agencies (DLCD, DEQ, DSL, ODOT). Questions measure the agencies involvement in ERT projects for timeliness, helpfulness, responsiveness to local needs, ability to navigate their own agency, and whether involvement with ERT led to a better outcome for local projects. The desired outcome is a high percentage of responses rating DSL involvement in the ERT process as leading to a better outcome as good to excellent. Better project outcome was chosen as the best indicator of DSL performance and ERT oversight because this seemed most important from a customer point of view. That 2006 survey result for reporting purposes is 61.5 percent.

**2. ABOUT THE TARGETS**

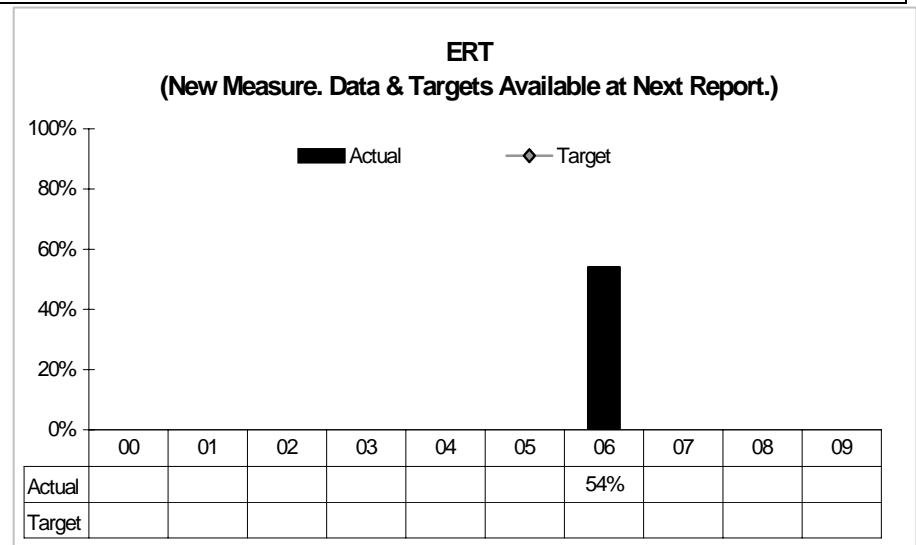
No target was established for the first year. There are fundamental issues about what to measure, how to measure, and the role of the ERT that may make it impossible to set meaningful targets.

**3. HOW WE ARE DOING**

This is a new measure. There is no 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 placed us lower than our sister agencies and the result is lower than the customer satisfaction shown on our agency customer satisfaction survey.



**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

**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. In addition, this is the first year these ERT-related questions have been included in ERT’s Customer Satisfaction Study for the four targeted agencies. The wording of the questions may need further refinement.

**6. WHAT NEEDS TO BE DONE**

The results need to be used to refine the methodology and establish a target for next time. However, fundamental issues regarding the role of the ERT may be difficult to clarify, making it problematical at best to measure outcomes regarding the role and related activities.

Two of the results from the ERT study, but not listed as part of this DSL KPM, need further evaluation to determine how they contribute to the project outcome result. The ERT study reported DSL’s responsiveness to local needs (46.4%) and ability to navigate the DSL program (50%) as good to excellent. In a separate but related Customer Satisfaction Survey of DSL for the same period, the department was ranked “good to excellent” in four areas – Timeliness, Accuracy, Helpfulness and Expertise – and received a score of 90% for Overall Service. See KPM 15 below. The variance between the two surveys suggests that more work is needed on survey methodology.

As no targets have yet been set, the 2006 survey methodology needs to be reviewed and refined in advance of 2008.

**7. ABOUT THE DATA**

This data is reported as summary data from the biennial 2006 Oregon Economic Revitalization Team Customer Satisfaction Study. The department anticipates a biennial survey. There have been changes in how the biennial survey is to be conducted that may make it impossible to include these ERT sub-agency survey questions.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

<b>KPM #15</b>	<b>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.</b>	<b>Measure since: 2006</b>
<b>Goal</b>	Goal 6: High level of public support.	
<b>Oregon Context</b>	Agency Mission; statewide focus on improved customer service.	
<b>Data source</b>	Data collected from mailed and emailed surveys of a random sample of DSL customers.	
<b>Owner</b>	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**

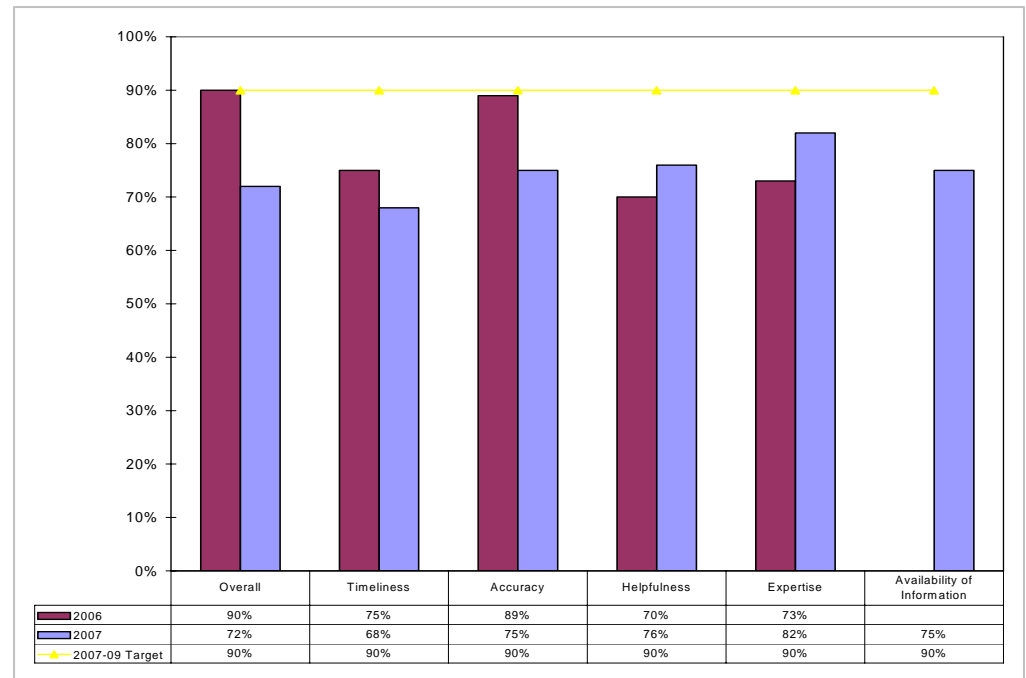
This measure is linked to Goal 6 in the DSL 2006-10 Strategic Plan.

**3. HOW WE ARE DOING**

Because this is the first time DSL has done one annual survey, it is difficult to compare to previous years. (The data included for FY 2006 cannot be compared to FY 2007 data because it was based on a survey conducted only by DSL and using different methodology.)

The agency’s “excellent” and “good” ratings were primarily in the 72 – 82 percent range, with the average rating being 74.4 percent. As expected, timeliness of services rated lowest – 68 percent – while the ratings for DSL’s staff expertise were highest – 82 percent.

Many respondents praised DSL staff for being thorough, pleasant and knowledgeable. Even when the respondent didn’t agree with the outcome of the service (e.g., permit or lease), they were able to separate the person from the product in most instances.



**4. HOW WE COMPARE**

The only other natural resource agency that has comparable data is the Water Resources Department, whose overall ratings were 73%, similar to DSL’s 72%.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

**5. FACTORS AFFECTING RESULTS**

The differences among DSL divisions are fairly significant, with the agency's Wetlands and Waterways Conservation Division rating lowest, due to the regulatory nature of their work and relatively high staff turnover during the survey period (2006-07).

**6. WHAT NEEDS TO BE DONE**

DSL is focusing on improving the removal-fill permit process, which we anticipate will improve customer service and ultimately how customers rate our service delivery. In addition, the agency will implement new customer service training in the 2007-08 fiscal year to help staff continue to improve how they interact with the public.

**7. ABOUT OUR CUSTOMER SERVICE SURVEY**

In April 2007, four customer groups were identified to receive a survey, and approximately 1460 surveys were sent via mail and e-mail to a random sample of these customers. All mailed surveys included a self-addressed, stamped return envelope. Survey recipients had some level of interaction with DSL in 2006. Of the 1460 sent, 342 (23.5 percent) were returned.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

<b>KPM #16</b>	<b>South Slough National Estuarine Research Reserve Educational Contacts</b>	<b>Measure since: 2006</b>
	Number of educational contact units per year.	
<b>Goal</b>	Education Goals 1 & 2: Expand awareness about coastal environments and provide a variety of high-quality educational experiences.	
<b>Oregon Context</b>	South Slough Mission.	
<b>Data source</b>	Annual reports to National Oceanic and Atmospheric Administration; SSNERR records of educational and outreach activities.	
<b>Owner</b>	South Slough Reserve: Mike Graybill/Robin Elledge (541) 888-5558 ext. 24/23	

**1. OUR STRATEGY**

Reserve staff develops a spectrum of activities and programs to engender coastal decision makers, local communities and schools throughout the state in one area of its fundamental operation – education. New educational programs and materials are continually developed to attract diverse audiences. Longstanding programs and materials are reviewed for relevance, popularity and effectiveness and are adapted as appropriate.

**2. ABOUT THE TARGETS**

The target was conservatively estimated because this is a new measure and an increase in contact units must be measured for more than one year to effectively gauge success. Targets were not established for 2008 and 2009 because this measure was eliminated during the 2007 Legislative Session.

**3. HOW WE ARE DOING**

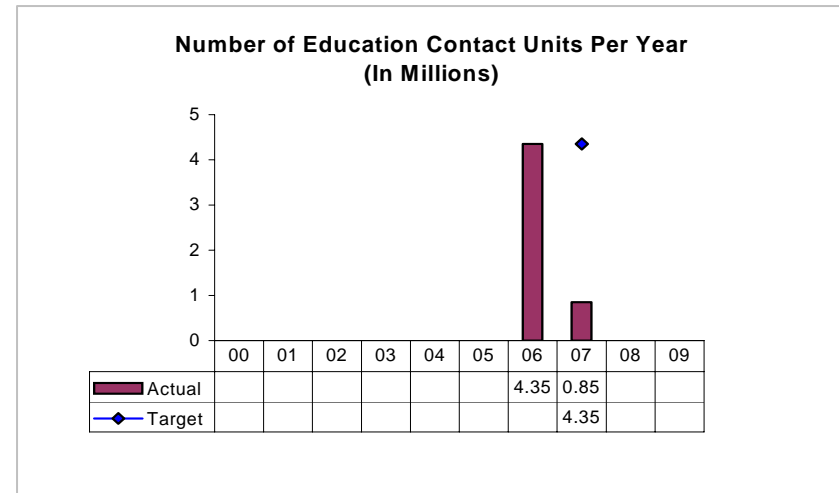
This is a new measure and shows only the comparison from 05-06 contact unit counts (shown as the target) to 06-07 contact unit counts, and not a pattern or trend.

**4. HOW WE COMPARE**

There are no comparable measures.

**5. FACTORS AFFECTING RESULTS**

Schools visiting the Reserve for educational programming rely upon funding for busses and staff. Reserve staff visiting schools is limited in terms of numbers of staff available to provide educational programming off site. Staffing at the Interpretive Center requires minimal levels for security coverage, as well as to provide adequate services to visitors. Weather can play a role in numbers of visitors – both increases and decreases.



**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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**6. WHAT NEEDS TO BE DONE**

Staff continues to research and evaluate programs and materials to ensure the Reserve is meeting the needs of its constituents in terms of educational offerings. Needs assessments and critical program evaluation is necessary to remain current.

**7. ABOUT THE DATA**

Education contact units represent visitors who receive services at the Interpretive Center, outreach presentations in the community for schools and organizations, educational programming on and off site and invitational workshops for coastal decision makers. Further, contact units are defined as the number of participants multiplied by the number of contact hours multiplied by a contact factor. The contact factor is defined as the estimated time in .10-hour increments of average actual time with participants at a given event. This figure will now be used as a baseline to measure future educational activity, recognizing that as a standalone performance indicator, this number does not provide qualitative data, nor does it reflect the resources necessary to deliver the programs. This data is for the period November 2006, through June 2007 because the measure was not established until November 2006. Reporting does not align with the Federal Fiscal Year, nor does the figure for 06-07 align with a full year of contact unit data provided in the baseline from the 05-06 period. The months not included in the data for this period are the busiest of the year, and projections as well as historical records indicate the Reserve would have met or exceeded the baseline figure.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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<b>KPM #17</b>	<b>South Slough National Estuarine Research Reserve Scientific and Research Activities</b> Maintain or increase the number of research, monitoring or stewardship projects conducted each year.	<b>Measure since: 2006</b>
<b>Goal</b>	Research Goal #1 and 2: Conduct and coordinate research that increases understanding of ecological dynamics in the different regions of South Slough, Coos Bay and other Pacific Northwest estuaries and assess and monitor the status of estuarine habitats and biotic indicators. Stewardship Goals #1 and 3: Manage and restore habitats and ecosystem processes and collaborate with local, regional and national agencies to address natural resource management issues affecting estuaries and coastal watersheds.	
<b>Oregon Context</b>	South Slough Mission.	
<b>Data source</b>	Annual reports to National Oceanic and Atmospheric Administration; Reserve records and publications.	
<b>Owner</b>	South Slough Reserve: Mike Graybill/Robin Elledge (541) 888-5558 ext. 24/23.	

**1. OUR STRATEGY**

Is to continue to seek and apply for project appropriate grant and award opportunities, continue to develop strong partnerships within the science and conservation communities to effectively complete the work required for these projects, and to continue to provide valuable data and data analysis to funders and others, using the expertise of Reserve staff.

**2. ABOUT THE TARGETS**

The target was set to equal the baseline of current projects, and to continue to increase each year. Targets were not established for 2008 and 2009 because this measure was eliminated during the 2007 Legislative Session.

**3. HOW WE ARE DOING**

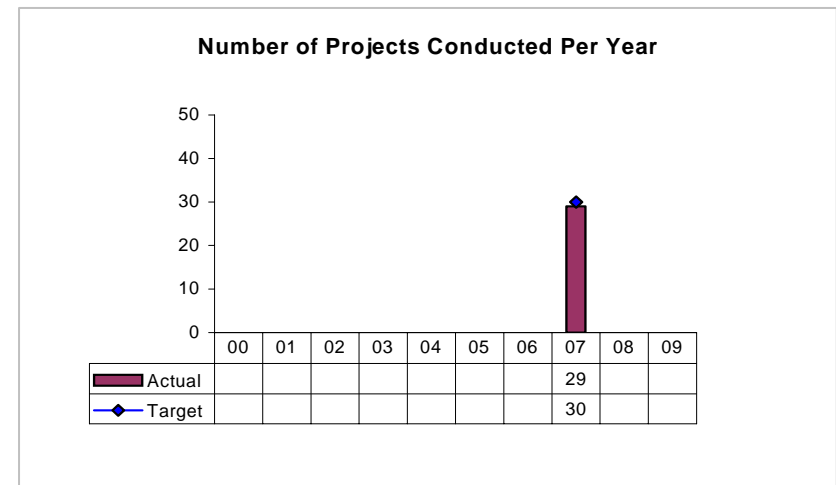
This is a new measure and shows only the comparison from projects prior to FY 2007 with current projects, and not a pattern or trend.

**4. HOW WE COMPARE**

There are no comparable measures. Project opportunities are not readily predictable.

**5. FACTORS AFFECTING RESULTS**

Staffing projects can require specific skills, education and experience that may not be readily available in the community and not all projects provide an acceptable length of time for qualified individuals to relocate or accept short-term employment. Weather can play a major role in field-based projects. Competition for project funding is usually high. Not all project opportunities are appropriate to support the mission and management direction of the Reserve.



**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

**6. WHAT NEEDS TO BE DONE**

Reserve staff will continue to seek project opportunities, both solely and in partnership with other agencies and organizations.

**7. ABOUT THE DATA**

Reporting is from the federal fiscal year. Baseline information is from previous periods, not necessarily one federal fiscal year, as some projects began before the Fiscal Year and may end before or after the next fiscal year.

**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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<b>KPM #18</b>	<b>South Slough National Estuarine Research Reserve Alternate Funding and Leverage</b> Percent increase annually in SSNERR operations funded from sources other than CSF, including leverage from grants, fees, program revenues and gifts.	<b>Measure since: 2006</b>
<b>Goal</b>	Administration Goal #1: Develop administrative framework that enables the Reserve to responsibly manage finances and programs and to take full advantage of funding opportunities.	
<b>Oregon Context</b>	South Slough Mission	
<b>Data source</b>	State financial management system; Annual reports to National Oceanic and Atmospheric Administration.	
<b>Owner</b>	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.

**2. ABOUT THE TARGETS**

Targets were estimated to approximate conservative economic growth patterns.

**3. HOW WE ARE DOING**

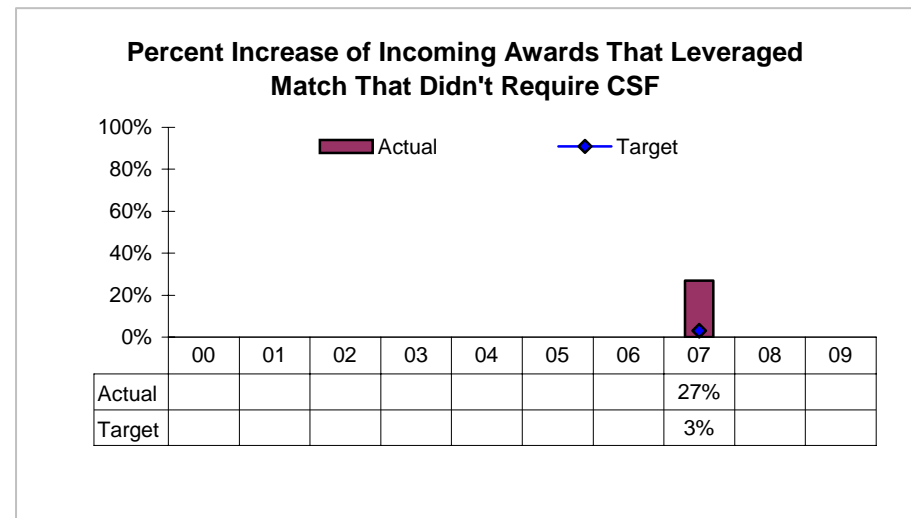
This is a new measure and shows only the comparison from 2005-06 non-CSF funds to 2006-07 non-CSF funds, and not a pattern or trend.

**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.



**AGENCY NAME: Oregon Department of State Lands**

**II. KEY MEASURE ANALYSIS**

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.

**6. WHAT NEEDS TO BE DONE**

The Reserve will continue its efforts to increase revenue and secure grant leveraged funding.

**7. ABOUT THE DATA**

Reporting is from the federal fiscal year. Not all grant awards and other revenue sources through projects match those dates – some awards are lengthier, others shorter, or the beginning date falls outside federal fiscal year parameters. Determining the actual growth in non-CSF dependent operations funding requires more analysis of the data as it is spent during the federal fiscal year.

<b>AGENCY NAME: Department of State Lands</b>	<b>III. USING PERFORMANCE DATA</b>
Agency Mission: 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: Jeannette Holman	Phone: 503-986-5227
Alternate: Pamela Konstantopoulos	Phone: 503-986-5283

<b>The following questions indicate how performance measures and data are used for management and accountability purposes.</b>	
<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: 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Citizens: The annual report has been continuously posted on the agency website.</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 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 will be fully implemented in FY 2008, which will enable the agency to better collect data necessary to report on KPMs.</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>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.</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: Internal staff meetings and posting of annual report on agency website.</li> <li>• Elected Officials: Reports to Land Board or Land Board assistants; inclusion of annual report in agency budget; appearances before the Joint Legislative Audit Committee.</li> <li>• Stakeholders: Posting of annual report on website; discussion in newsletters and in outreach visits.</li> <li>• Citizens: Posting of annual report on website.</li> </ul>