

STATE LANDS, DEPARTMENT OF

Annual Performance Progress Report (APPR) for Fiscal Year (2014-2015)

Original Submission Date: 2015

Finalize Date: 10/15/2015

2014-2015 KPM #	2014-2015 Approved Key Performance Measures (KPMs)
1	Increase in Deposits to the Common School Fund - Percent annual increase in amount of cash generated by agency activities deposited to the Common School Fund.
2 a	Administrative and Operational Costs - Percent of program revenue streams used to cover administrative and operational costs of programs for forest lands.
2 b	Administrative and Operational Costs - Percent of program revenue streams used to cover administrative and operational costs of programs for all other activities of the agency.
3	Increase in Revenues from Land Management Activities - Percent increase in revenues generated by all Land Management activities, exclusive of timber harvest receipts.
4	Complete Management Plans or Policies – Percent of DSL lands and waterways with completed area management plans or policies.
5	No Net Loss of Wetlands - Change in wetland acreage due to permit actions.
6	Number of Days for a Permit Decision - Average number of days for an agency permit decision after receipt of a complete application.
7	Annual Resolution of Removal-Fill Permit Non-Compliance - Percent of removal-fill permit non-compliance conditions that have a final resolution in place within 12 months from date non-compliance is determined.
8	Annual Resolution of Removal-Fill Violations Related to Unauthorized Activities-Percent of removal-fill violations that have a final resolution in place within 12 months of receipt of a complaint generating determination of a violation.
9	Agency Response Time to Wetland Delineation Reports - Average number of days for the agency initial review and response to a complete wetland delineation report.
10	Agency Response Time for Wetland Land Use Notices - Average number of days for an agency response to wetland land use notices.
11	Use of Payment to Provide Moneys - Percent payment-to-provide money received in Mitigation Bank Fund obligated and committed within one year.
12	Increase Unclaimed Property Holder Reporting. - Percent annual increase in amount of unclaimed property reported and remitted annually.

2014-2015 KPM #	2014-2015 Approved Key Performance Measures (KPMs)
13	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.
15	South Slough National Estuarine Research Reserve Operation Costs Leveraged. - Percent of SSNERR operations funded from sources other than CSF, including leverage from grants, fees, program revenues and gifts.
16	South Slough National Estuarine Research Reserve Education Actions - Percentage of SSNERR education programs that use a structured assessment process surveys to provide information and decision support services responsive to audience needs.
17	Best Practices - Percent of total best practices met by the Land Board.

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

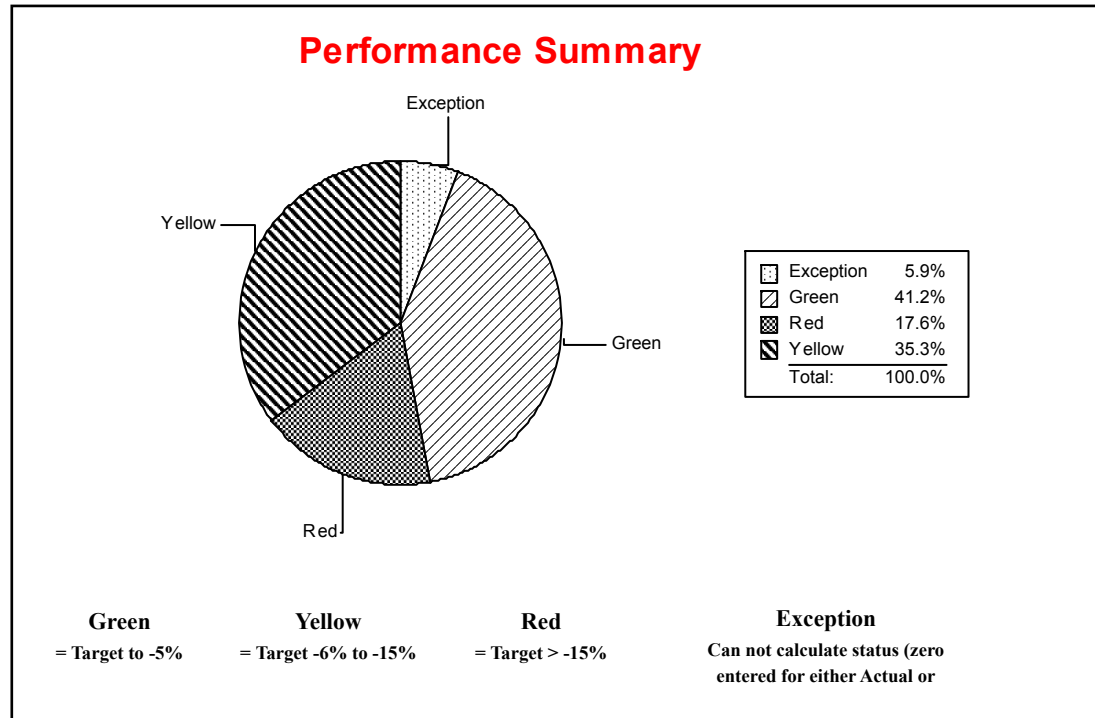
Agency Mission: The mission of the Department of State Lands is to ensure a legacy for Oregonians and their public schools through sound stewardship of lands, wetlands, waterways, unclaimed property, estates and the Common School Fund.

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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, removal-fill permitting, wetlands identification and technical assistance, and unclaimed property. The SSNERR KPMs address education 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, specific capital improvements to Common School Fund assets or internal functions critical to the agency's success, such as accounting and human resources.

2. THE OREGON CONTEXT

The most important activity of the Department of State Lands is to generate revenue for public schools in Oregon through the management of the Oregon trust assets in a manner that assures revenues to schools for current and future generations. The agency also protects waterways and wetlands through implementation of the state removal-fill permitting program and wetland technical assistance. 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 children, educators, community members, and key coastal leaders that is provided by SSNERR is invaluable to decision-making related to Oregon's coast.

3. PERFORMANCE SUMMARY

DSL's positive trajectory from prior years has slowed as evidenced by the presence of more targets in the "yellow" status. The decline of timber revenues has negatively affected the cash flow and growth of the corpus of the fund.

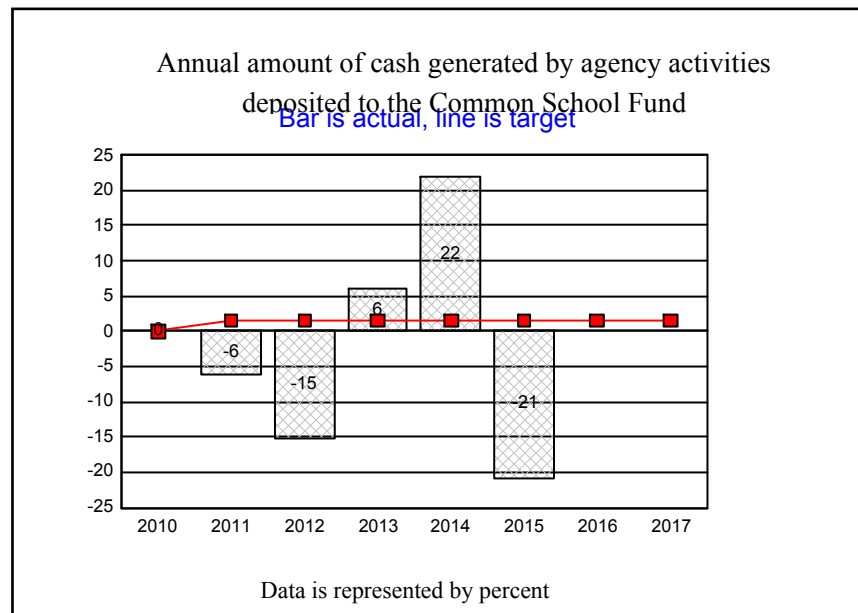
4. CHALLENGES

Timber revenues, traditionally the largest in-flow to the Common School Fund, have steadily declined over the past several years primarily because of constraints related to species protection. The harvest revenue for the 2015-17 biennium is expected to be less than management costs, producing a negative return. The agency anticipates increased revenues from other land assets as the real estate asset management plan matures, however they are not expected to meet the level of timber receipts in previous years. A percentage of tax revenues from the legal sales of marijuana are directed to the CSF beginning in the 2015-17 biennium. The current estimates are in the \$3 - \$4 million dollar range, with limited growth. Other states that have legalized the sale of marijuana have experienced returns significantly higher than projected; the actual revenue in Oregon remains to be seen.

5. RESOURCES AND EFFICIENCY

The Department derives its revenue from regulatory fees, federal grants, proprietary authorizations, timber sales, and investment income. Expenses are paid from the revenues in accordance with statutes and the Oregon Constitution. The current KPMs were approved by the 2011 Legislature and were aimed at measuring the agency's progress toward achieving goals based on agency activities. The agency underwent a significant reorganization during the 2013-15 biennium and anticipates seeking Legislative approval in 2017 for implementation of revised KPMs.

KPM #1	Increase in Deposits to the Common School Fund - Percent annual increase in amount of cash generated by agency activities deposited to the Common School Fund.	2011
Goal	GOAL 5: Common School Fund To protect and enhance the value of the Common School Fund (both short and long term) through close monitoring of investments to maximize distributions to schools.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	Data is derived by calculating the revenues and receipts resulting from agency operations. A report is generated using a query of the Statewide Financial Management Application (SFMA) and the annual Statement of Revenues, Expenditures, and Changes in Fund Balances.	
Owner	Business Operations and Support Services, Cynthia Wickham, Assistant Director, (503) 986-5227.	



1. OUR STRATEGY

The agency strives to manage assets to achieve the greatest possible return to the fund. The cash inflows (deposits) to the fund are unclaimed property receipts, timber revenues, leases, authorizations and permits. The Department seeks to increase the receipts and revenues by increasing reporting of unclaimed property, pursuing new activities (e.g. wind, solar and wave energy leases), and moving forward with a 2016 revision in the Real Estate Management plan to further focus the Department's management of its real property assets.

2. ABOUT THE TARGETS

The targets represent an annual increase of 1.5%. The targets were established with the goal of maintaining a steady and sustainable growth trend.

3. HOW WE ARE DOING

This is the fourth year for this measure. Data for earlier years is included to provide historical context. Deposits to the fund decreased by 21.0% FY 2015. The majority of the increase can be attributed to a 20.2% decrease in unclaimed property receipts. The Department anticipates the revenues and receipts to be at or above the target during the next 2-3 years.

4. HOW WE COMPARE

The department's unique and varied sources of cash streams do not match other entities in the public or private sector.

5. FACTORS AFFECTING RESULTS

Timber revenues, once the largest cash flow into the CSFP, are now minimal and are expected to decrease. Unclaimed property receipts have remained relatively steady over the past five years. The sharp decline in unclaimed property receipts in 2015 can be attributed to increased securities sales in 2014.

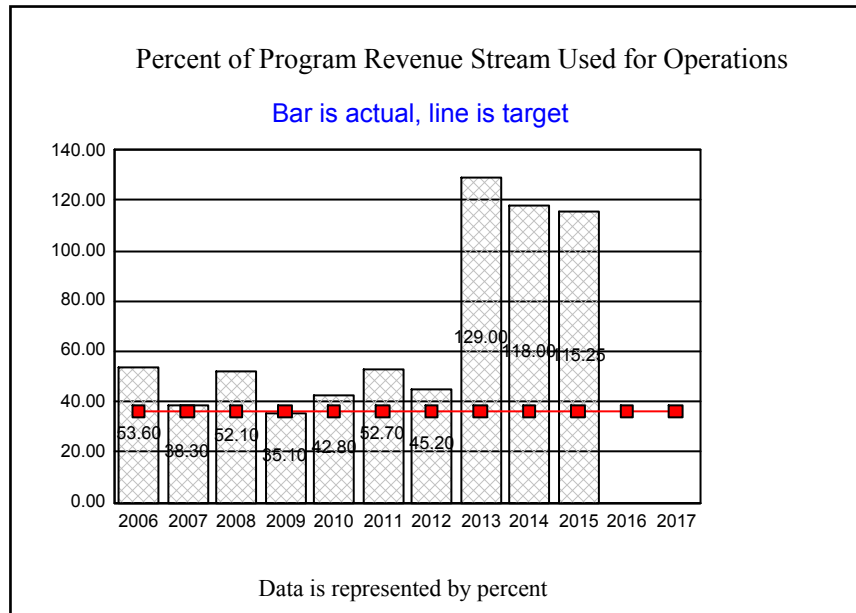
6. WHAT NEEDS TO BE DONE

The agency will continue its strategies to increase revenues and receipts. As the Real Estate Asset Management Plan matures, income will increase. Ongoing monitoring and outreach to the regulated entities will result in increased compliance and generate revenues.

7. ABOUT THE DATA

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

KPM #2a	Administrative and Operational Costs - Percent of program revenue streams used to cover administrative and operational costs of programs for forest lands.	2003
Goal	GOAL 5: Common School Fund Property; to protect and enhance the value of the Common School Fund (both short and long term) through close monitoring of investments to maximize distributions to schools.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	The information is derived from SFMA and agency accounting and program records.	
Owner	Common School Fund Property Program, James T. Paul, Assistant Director, (503) 986 5279.	



1. OUR STRATEGY

Manage real estate assets in accordance with the Land Board's 2012 Real Estate Asset Management Plan while responding to changing economic conditions.

2. ABOUT THE TARGETS

The target is 36% of revenue used to cover administrative and operational costs of program, separating out forest lands from other agency activities. A downward trend is desirable.

3. HOW WE ARE DOING

Results for this measure specific to forest lands fluctuate from year to year, and have historically been influenced greatly by the volatility of the timber market (about 60% of the total land management costs were connected to forest land management in FY2015). During the 2015 fiscal year significant adjustments continued to be made to the level of management on these lands in response to Federal Endangered Species Act litigation and associated forestland management changes. For forest lands, revenue was \$4,212,324 and expenses were \$4,854,535, for a net operating loss of \$642,211.

4. HOW WE COMPARE

There are no comparable measures. Other western state trust land managers use various metrics to measure program revenue performance. We continue to communicate with other states to help inform the development of uniform measures for performance comparison.

5. FACTORS AFFECTING RESULTS

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

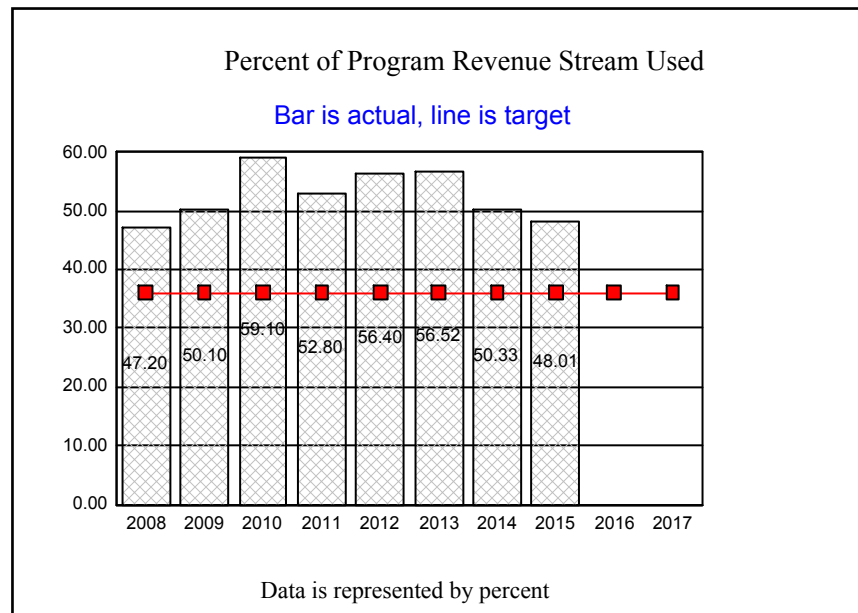
6. WHAT NEEDS TO BE DONE

Improving this measure's results requires either increasing revenues, decreasing expenditures, or some combination of both. Management changes in response to recent and ongoing Endangered Species Act litigation on Common School Lands in the Elliott State Forest continues to significantly affect revenues. The litigation and resulting management constraints will continue to negatively affect revenues for the foreseeable future. Given the existing management constraints other potential options are currently being explored by DSL to improve the business model for these forestlands. In FY 2016 DSL is initiating the Elliott Opportunity Protocol, as directed by the State Land Board, intended to address the current situation with the Common School Lands on the Elliott State Forest.

7. ABOUT THE DATA

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

KPM #2b	Administrative and Operational Costs - Percent of program revenue streams used to cover administrative and operational costs of programs for all other activities of the agency.	2003
Goal	GOAL 5: Common School Fund - To protect and enhance the value of the Common School Fund (both short and long term) through close monitoring of investments to maximize distributions to schools.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	The information is derived from SFMA and agency accounting and program records.	
Owner	Common School Fund Property Program, James T. Paul, Assistant Director, (503) 986-5279.	



1. OUR STRATEGY

Manage real estate assets in accordance with the Land Board's 2012 Real Estate Asset Management Plan while responding to changing economic conditions.

2. ABOUT THE TARGETS

The target is 36% of revenue used to cover administrative and operational costs of program, separating out forest lands from other agency activities. A downward trend is desirable.

3. HOW WE ARE DOING

It should be noted that all costs are direct costs associated with servicing revenue producing activities and do not include: capital improvements (except for forest lands); Common School forestland annual fire patrol assessment; expenses borne by the Land Revolving Fund; Portland Harbor Cleanup project funds or indirect costs (i.e. the Program's share of support services such as Information Systems, Communications, Human Resources, Fiscal and the Director's office). Gross revenues for the non-forest Land Management Activities were \$6,840,066 in FY 2015, and expenses were \$3,284,202, for an overall net operating income of \$3,555,864.

4. HOW WE COMPARE

There are no comparable measures. Other western state trust land managers use various metrics to measure program revenue performance. We continue to communicate with other states to inform the development of uniform measures for performance comparison.

5. FACTORS AFFECTING RESULTS

Authorizations issued for the use of state-owned lands.

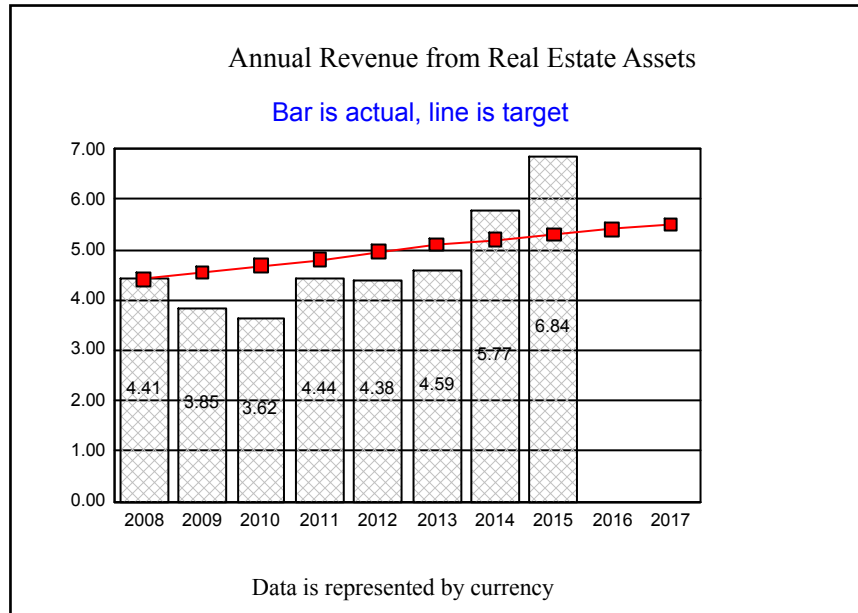
6. WHAT NEEDS TO BE DONE

Efforts to designate and market Central Oregon lands for developed urban uses could increase revenue from Industrial/Commercial/Residential lands in the Bend and Redmond areas as the Central Oregon economy recovers. The Common School Fund Property Program also continues moving forward with implementation of the 2012 Real Estate Asset Management Plan, which includes divesting of under-performing lands and reinvesting in higher performing assets that will generate greater revenues for the Common School Fund. The 2016 revision of the Real Estate Asset Management Plan will further focus on the current economic drivers in the real property market in an effort to continue to increase revenues from our real property assets.

7. ABOUT THE DATA

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

KPM #3	Increase in Revenues from Land Management Activities - Percent increase in revenues generated by all Land Management activities, exclusive of timber harvest receipts.	2006
Goal	GOAL 1: Land and Waterway Management - To manage lands to obtain the greatest benefit for Oregonians consistent with the conservation of the resource while producing revenue for the Common School Fund; and to preserve and protect public trust uses of Oregon's waterways to ensure their continued availability from generation to generation for commerce, recreation, navigation and fisheries.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	SFMA	
Owner	Common School Fund Property Program, James T. Paul, Assistant Director, (503) 986-5279.	



1. OUR STRATEGY

Manage the waterway and range land authorization program to ensure statewide compliance, maintain efficient land management operations to optimize cost-to-revenue ratios, and ensure the long term health of state lands; and to manage real estate assets in accordance with the Land Board's 2012 Real Estate Asset Management Plan (REAMP).

2. ABOUT THE TARGETS

For the waterway authorization program, key strategies include establishing priorities for management actions, collecting past due authorization fees, and balancing revenue enhancement and resource stewardship. The Land Board in the REAMP has set a goal to increase the value of the real property asset portion of the CSF portfolio and revenue from those assets to the CSF; and to identify lower performing lands for disposal with the intent of acquiring assets with a return that is equal to or better than the traditional returns of the CSF. Collectively, these strategies and those that will be developed in the 2016 REAMP revision are expected to result in an increase in revenues over time.

3. HOW WE ARE DOING

The percent increase in gross revenues generated by all land management activities in FY 2015, exclusive of timber harvest receipts, was 18.52%. This measure has fluctuated from year to year, with the greatest decrease occurring in FY 2009 (12.7%). The highest gross revenues in recent years were in FY 2015 in the amount of \$6,840,066.

4. HOW WE COMPARE

There are no comparable measures from other states available for FY 2015.

5. FACTORS AFFECTING RESULTS

The main factors affecting this measure include unpredictable fluctuations in waterway authorizations related to new, renewed, or expired authorizations as well as changes to other authorizations on trust lands that vary with market conditions.

6. WHAT NEEDS TO BE DONE

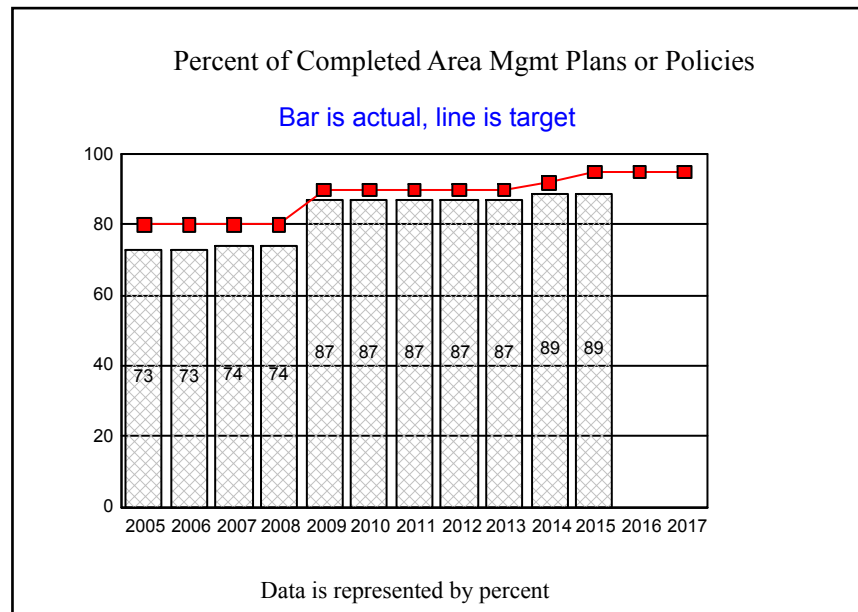
Continue to focus on enhancing those types of waterway authorizations that produce higher revenues while addressing the past due authorization fees, and implement more efficient and effective processes to reduce the resources devoted to lower performing authorizations. Continue to actively seek capital

investments resulting in higher-performing returns that will ‘meet or beat’ the Common School Fund returns.

7. ABOUT THE DATA

The data to compile this KPM were derived from the current accounting system and the Land Administration System (LAS) housed at DSL. Persons wanting additional or disaggregated data can contact the Department of State Lands, Common School Fund Property Program at (503) 986-5227.

KPM #4	Complete Management Plans or Policies – Percent of DSL lands and waterways with completed area management plans or policies.	2003
Goal	GOAL 1: Land and Waterway Management - To manage lands to obtain the greatest benefit for Oregonians consistent with the conservation of the resource while producing revenue for the Common School Fund; and to preserve and protect public trust use of Oregon's waterways to ensure their continued availability from generation to generation for commerce, recreation, navigation and fisheries.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	Number of area management plans completed by Department staff and contractors.	
Owner	Common School Fund Property Program, James T. Paul, Assistant Director, (503) 986-5279.	



1. OUR STRATEGY

Our strategy is to complete area management plans or policies to ultimately aid in the sound management of the Common School Fund’s real estate portfolio.

2. ABOUT THE TARGETS

The targets are based on the total acres of Common School Lands that are included in completed area management plans or policies.

3. HOW WE ARE DOING

In FY 2015 there was no change in this measure.

4. HOW WE COMPARE

There is no comparable public or private industry standard.

5. FACTORS AFFECTING RESULTS

Agency work priorities and available staffing are both factors affecting the pace of work relative to this measure.

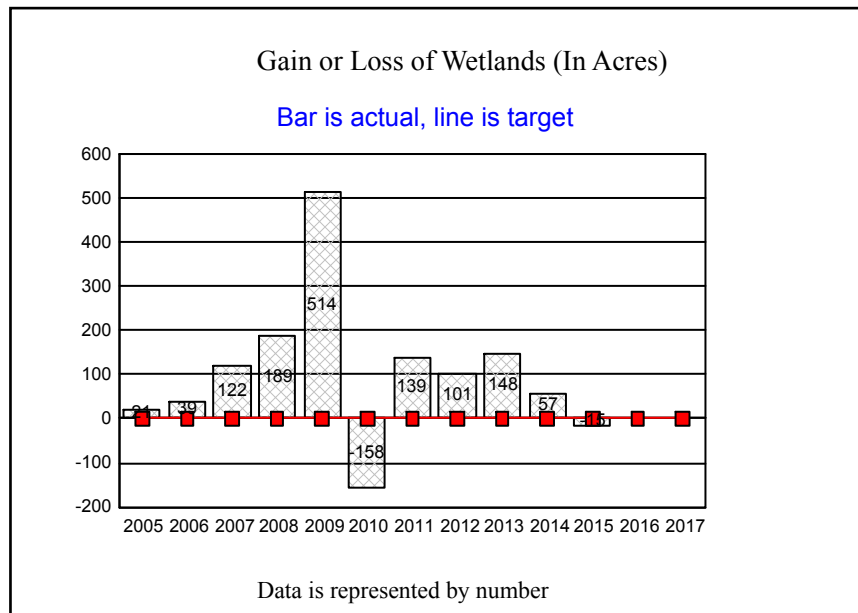
6. WHAT NEEDS TO BE DONE

With the completion of the John Day plan in FY 2015, the agency is nearly at the target of 90% for this measure. The agency does not plan to complete any additional management plans at this time.

7. ABOUT THE DATA

The data is calculated using the total number of acres included in all area management plans or policies completed through the end of FY 2015.

KPM #5	No Net Loss of Wetlands - Change in wetland acreage due to permit actions.	2003
Goal	GOAL 2: Wetlands and Waterways Conservation - To conserve, restore and protect waters of the state, including wetlands, for their contribution to aquatic life and habitats, fisheries, aquatic-based economies, tourism, public recreation, navigation, water quality, floodwater storage and other natural resource functions and values through the Removal-Fill and Wetlands programs.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	Number of acres based on permit activities and wetland restoration activities monitored by Department staff.	
Owner	Wetlands and Waterway Conservation Division, Bill Ryan, Assistant Director, (503) 986-5259.	



1. OUR STRATEGY

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

gains through voluntary restoration projects.

2. ABOUT THE TARGETS

The target of zero wetland acres lost due to permit actions (also referred to as “no net loss”) is driven by state policy in ORS 196.672(4). The metric used is acres of wetlands gained or lost. Wetland losses are acres of wetlands converted to a non-wetland condition through a removal or fill activity e.g. filling a wetland to create a building pad or excavating a wetland to create a deep water pond. Wetland gains are acres of wetlands created from historical uplands or the restoration of former wetlands. Gains in overall acreage result from implementation of wetland mitigation bank and voluntary restoration projects. Mitigation banks provide habitat in advance, thereby generating “mitigation credits” for use as mitigation for future projects. The gains for mitigation banks are calculated during the year the bank is constructed. Therefore, when a mitigation bank project is completed, an initial increase in wetland area is counted by this KPM. Those increases will be offset overtime by removal/fill projects that use the mitigation credits. Voluntary restoration projects are not associated with wetland mitigation and therefore provide a beneficial increase in wetland area over and above the target of no loss.

3. HOW WE ARE DOING

During the period shown on the graph, DSL has typically met and exceeded this performance measure showing a net gain of wetland. There was a net loss of 15 acres of wetlands due to permitted activities in FY 2015. While total acres lost are similar to previous years (losses in FY2015 are 125.78 acres), total wetland acres created and restored are significantly lower (gains in FY2015 are 110.75 acres). There were two wetland mitigation banks approved during the reporting period, however both had a high proportion of wetland enhancement and DSL does not count enhancement of existing wetland as a gain in wetland acres.

4. HOW WE COMPARE

There is no comparable public or private industry standard.

5. FACTORS AFFECTING RESULTS

The agency has been diligent in applying mitigation requirements based upon its regulatory authorities and responsibilities. The rules contain policies and standards to achieve compensatory mitigation. While the economy continues to recover, many compensatory mitigation projects consist of either wetland enhancement, which the Department does not count toward acreage gains, or purchase of credits from approved mitigation banks, which were reported as wetland gains in previous years.

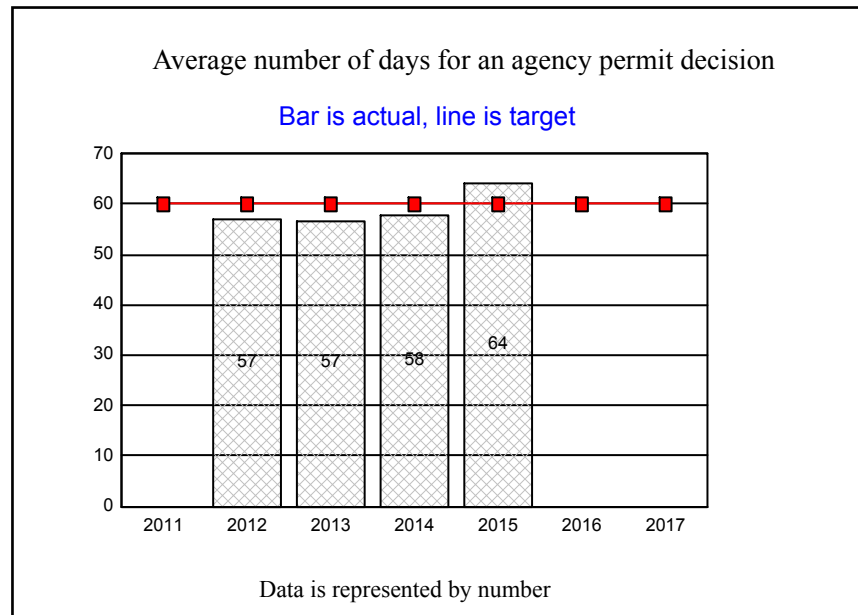
6. WHAT NEEDS TO BE DONE

The Department continues to improve its compliance-monitoring program to systematically sample all types of projects, including compensatory wetland mitigation. The monitoring program identifies the most common causes of mitigation project failure and ways to rectify those causes. The Department will also continue to promote restoration and creation of wetlands to continue to maintain the wetland base.

7. ABOUT THE DATA

The data is obtained originally from permit applicants and stored in the agency land administration system database. The agency lacks sufficient resources to field check and verify all of this information. However, we believe the data is sufficiently accurate for trend-analysis and evaluating goals.

KPM #6	Number of Days for a Permit Decision - Average number of days for an agency permit decision after receipt of a complete application.	2003
Goal	GOAL 2: Wetlands and Waterways Conservation - To conserve, restore and protect waters of the state, including wetlands, for their contribution to aquatic life and habitats, fisheries, aquatic-based economies, tourism, public recreation, navigation, water quality, floodwater storage and other natural resource functions and values through the Removal-Fill and Wetlands programs.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	DSL Land Administration System (LAS) database records.	
Owner	Aquatic Resources Management Program: Bill Ryan, Assistant Director, (503) 986-5259.	



1. OUR STRATEGY

Making timely permit decisions is one of the department's highest priorities. The department is constantly seeking to improve the Individual Permit process and to provide streamlined permitting alternatives (General Authorizations and General Permits) with simplified review and shortened time frames. The department is also working to develop e-commerce and web-based permitting to improve the application process.

2. ABOUT THE TARGETS

The target is to have an average permit decision time of 60 days from the time the department receives a complete application. Statute requires the department to make a decision on an application for an Individual Permit within 120 days after receipt of a complete application. Therefore, the department believes half of the maximum is a reasonable initial target for average processing time. Previously the department measured the number of permits meeting the statutory 120-day time frame; however, the average decision time is a more useful metric for managing workload and measuring agency performance.

3. HOW WE ARE DOING

The agency averaged 64 days to make a permit decision in FY 2015. This does not meet the agency target of 60 days or less.

4. HOW WE COMPARE

There is no comparable public or private industry standard.

5. FACTORS AFFECTING RESULTS

This measure is for Individual Permits, which are generally related to large projects with significant impacts. The applications usually require a high level of technical information and agency review. Factors that affect the results are the number of permit applications and the level of staff resources. During this time period the Department received 255 Individual Permit applications, compared to 211 received the previous reporting period. In addition, the temporary disruption of the Department reorganization and remodel may have reduced staff productivity. Improvements including streamlined applications will result in quicker decision-making by the Department.

6. WHAT NEEDS TO BE DONE

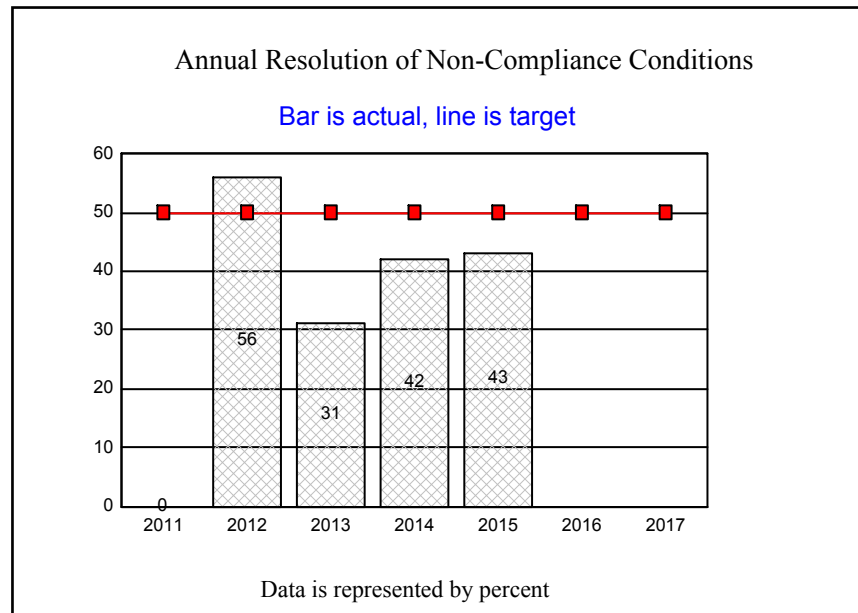
The Department is using this performance data to assess the application process and continues to implement changes to improve its performance in this area including improvements to the application forms, more pre-application opportunities to discuss project designs and regulatory requirements, and providing

more information and resources on the agency web site that will help project proponents prepare better quality applications.

7. ABOUT THE DATA

Data were obtained from the Department's Land Administration System (LAS) database for permits issued in the period April 1, 2014 through March 31, 2015. Applications received after/after than 90 days prior to the end of the fiscal year, June 30, 2015, were not counted because many applications pending would still be within the decision time limit.

KPM #7	Annual Resolution of Removal-Fill Permit Non-Compliance - Percent of removal-fill permit non-compliance conditions that have a final resolution in place within 12 months from date non-compliance is determined.	2010
Goal	GOAL 2: Wetlands and Waterways Conservation - To conserve, restore and protect waters of the state, including wetlands, for their contribution to aquatic life and habitats, fisheries, aquatic-based economics, tourism, public recreation, navigation, water quality, floodwater storage and other natural resource functions and values through the Removal-Fill and Wetlands programs.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	DSL Land Administration System (LAS) database records.	
Owner	Wetlands and Waterway Conservation Division: Bill Ryan (503) 986-5259.	



1. OUR STRATEGY

Violations of permit conditions are identified through permit compliance monitoring and monitoring of compensatory mitigation sites. When permit non-compliance occurs, the Department first tries to resolve the issues informally, without taking enforcement action. When enforcement action is taken, resolution is accomplished through administrative procedures available to the agency. Resolution frequently involves mitigation as required by the permit, or compensation for additional impacts to waters of the state that were not authorized by the permit.

2. ABOUT THE TARGETS

Because permit non-compliance issues often take more than one year to resolve, especially if mitigation is involved, it is unlikely that the agency could resolve 100% of the permit non-compliance issues within 12 months. The agency has determined that 50% is a reasonable minimum target.

3. HOW WE ARE DOING

The Department did not meet the target of having a resolution in place within 12 months for 50% of the permit non-compliance instances in 2015. The Department recorded a total of 43 permit non-compliance cases, 18 (42%) of which were resolved within 12 months. Approximately 90% of the total cases involved non-compliance with mitigation-related conditions. Nearly all of the non-compliant permits were handled informally, with only four involving formal enforcement action. The number of permit-related non-compliance issues is roughly the same as in 2013, when there were 39 cases. The resolution rate increased from 42% in 2014 to 43% in 2015.

4. HOW WE COMPARE

There is no comparable public or private industry standard.

5. FACTORS AFFECTING RESULTS

The amount of time it takes to resolve permit non-compliance is highly dependent on the number of pending agency actions that have higher priority: namely processing permit applications and responding to complaints of unauthorized activities. While the Department did not meet the target of 50%, the results are comparable with the previous year even with the disruptions to staff work caused by the reorganization and remodeling of the Department over the past year.

6. WHAT NEEDS TO BE DONE

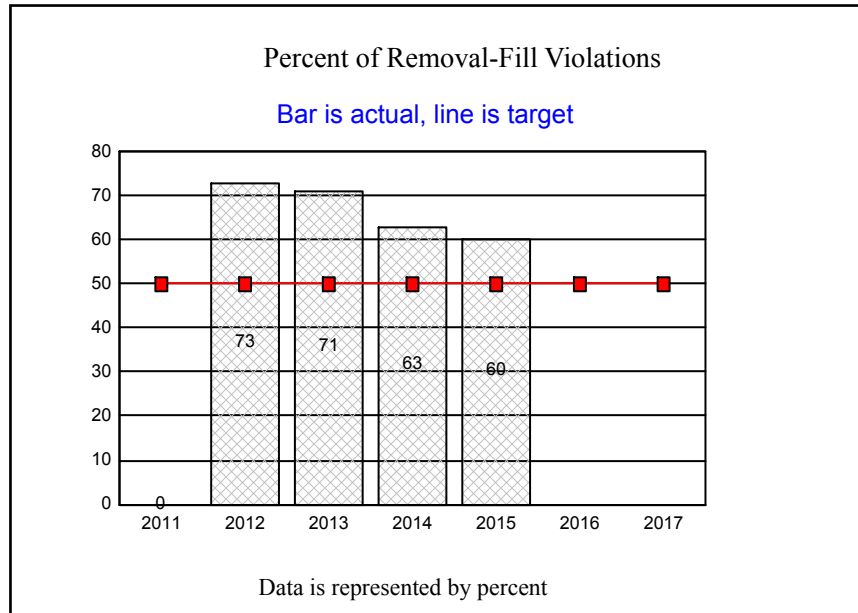
The method for monitoring permits and reporting the results was standardized several years ago and appears to be functioning well. Refinements to increase

staff efficiency will continue.

7. ABOUT THE DATA

The data represent compliance actions initiated between July 1, 2013 and June 30, 2014, either through formal enforcement actions or informal actions resulting from mitigation site monitoring. Each record was examined to determine whether the compliance issue was resolved or corrected within 12 months.

KPM #8	Annual Resolution of Removal-Fill Violations Related to Unauthorized Activities-Percent of removal-fill violations that have a final resolution in place within 12 months of receipt of a complaint generating determination of a violation.	2003
Goal	GOAL 2: Wetlands and Waterways Conservation - To conserve, restore and protect waters of the state, including wetlands, for their contribution to aquatic life and habitats, fisheries, aquatic-based economies, tourism, public recreation, navigation, water quality, floodwater storage and other natural resource functions and values through the Removal-Fill and Wetlands programs.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	DSL Land Administration System (LAS) database records.	
Owner	Aquatic Resource Management Program: Bill Ryan (503) 986-5259.	



1. OUR STRATEGY

Violations that result from unauthorized removal-fill activities are generated through a complaint process. If the department determines a violation of the Removal-Fill Law has occurred, staff work with the alleged violator to resolve the situation through either an agreement or administrative order. Resolution frequently involves rectifying impacts or mitigating for those impacts that cannot be rectified.

2. ABOUT THE TARGETS

Because violations may take several weeks to months to confirm and then additional time to develop an agreement or order for resolution, it is unlikely that the agency could resolve 100% of the violations for unauthorized activities within 12 months. The agency has determined that 50% is a reasonable minimum target.

3. HOW WE ARE DOING

The Department met the target of having a resolution in place within 12 months for 50% of the violations for unauthorized activity. The Department received 69 complaints of unauthorized activities during the reporting period. Of those, 40 were determined to be violations. Of the 40 violations, 24 (60 %) were resolved within 12 months.

4. HOW WE COMPARE

There is no comparable public or private industry standard.

5. FACTORS AFFECTING RESULTS

The amount of time it takes to resolve a violation of unauthorized activity is highly dependent on current workload with respect to the number of permits (which take priority) and number of complaints received. The percent of violations resolved during the 12-month period was 3% lower than the previous year, when there was a commensurate number of permits and complaints.

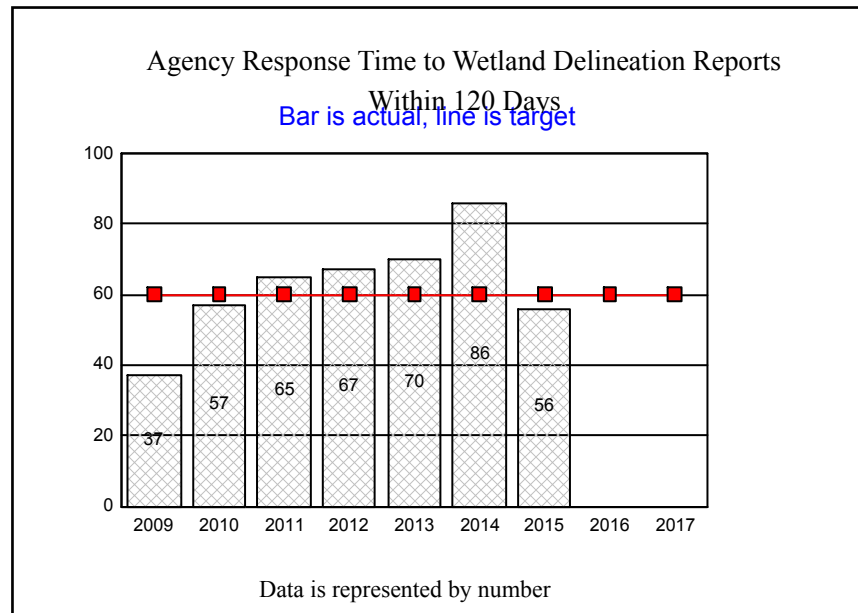
6. WHAT NEEDS TO BE DONE

The Department met the performance measure of 50%.

7. ABOUT THE DATA

The data represents complaints that were received between July 1, 2014 and June 30, 2015. Each record was examined to determine whether a violation determination was made, and if so, whether a final resolution (agreement or order) was in place within 12 months.

KPM #9	Agency Response Time to Wetland Delineation Reports - Average number of days for the agency initial review and response to a complete wetland delineation report.	2010
Goal	GOAL 2: Wetlands and Waterways Conservation - To conserve, restore and protect waters of the state, including wetlands, for their contribution to aquatic life and habitats, fisheries, aquatic-based economies, tourism, public recreation, navigation, water quality, floodwater storage and other natural resource functions and values through the Removal-Fill and Wetlands programs.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	Land Administrative System report Wetlands/Wetlands Reports/Initial Review Timelines	
Owner	Aquatic Resource Management Program: Bill Ryan (503)986-5259, Kathy Verble (503)986-5321	



1. OUR STRATEGY

DSL is committed to providing timely and predictable review times for wetland delineation reports. The agency is required by ORS 196.818 to complete an initial review of a wetland delineation report submittal within 120 days. This requirement was included in legislation authorizing a fee for delineation report reviews effective January 1, 2008.

2. ABOUT THE TARGETS

This measure facilitates workload management and helps the agency determine needs for enhanced processes or efficiencies to meet statutory requirements and provide excellent customer service.

3. HOW WE ARE DOING

DSL began tracking initial review timelines when the 120-day statutory requirement took effect on January 1, 2008. The average agency response time for FY2015 is 56 days, which is lower than our 60-day target and lower than the five previous years. DSL has met the statutory requirement of 120 days for initial review since FY 2009.

4. HOW WE COMPARE

There is no comparable public or private industry standard.

5. FACTORS AFFECTING RESULTS

The number of delineation reports submitted for review is heavily influenced by the economy. At the height of economic activity in FY 2006, 490 delineations were submitted for review compared to the 259 that were submitted in FY 2015. The number of delineation reports is steadily increasing.

6. WHAT NEEDS TO BE DONE

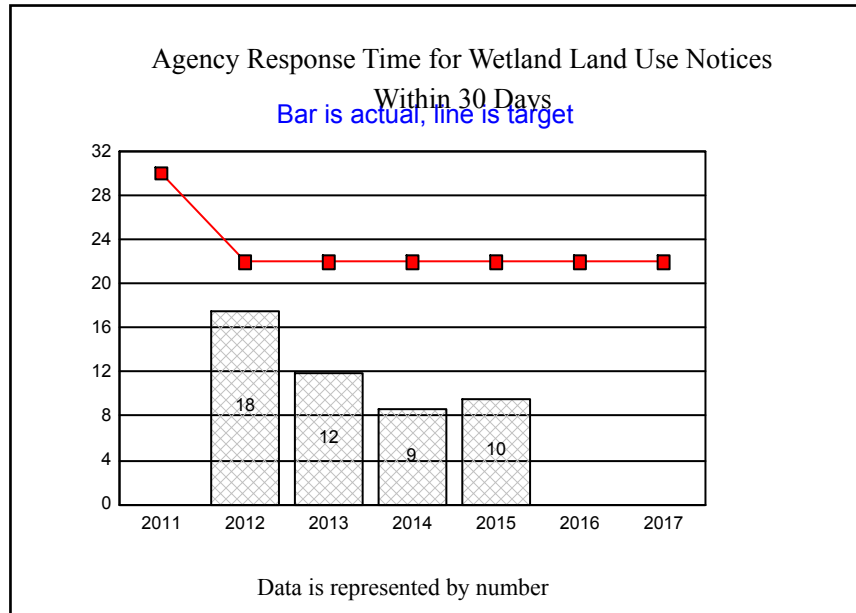
DSL will continue to make an effort to meet the 60-day review timeline target by reviewing work priorities and identifying opportunities to review efficiencies.

7. ABOUT THE DATA

These data are generated from the Land Administrative System (LAS) titled: "Wetlands/Wetlands Reports/Initial Review Timelines" for the date range

7/1/2014 through 6/30/2015.

KPM #10	Agency Response Time for Wetland Land Use Notices - Average number of days for an agency response to wetland land use notices.	2010
Goal	GOAL 2: Wetlands and Waterways Conservation - To conserve, restore and protect waters of the state, including wetlands, for their contribution to aquatic life and habitats, fisheries, aquatic-based economies, tourism, public recreation, navigation, water quality, floodwater storage and other natural resource functions and values through the Removal-Fill and Wetlands programs.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	Land Administrative System report Wetlands/Wetlands Reports/Wetland Land Use Notice Summary by County	
Owner	Aquatic Resource Management Program: Bill Ryan (503) 986-5259/Kathy Verble (503)986-5321.	



1. OUR STRATEGY

DSL is required by statute (ORS196.676) to respond to wetland development notices received from local governments within 30 days of receipt. The DSL response advises the local applicant and city or county whether a wetland delineation or a removal-fill permit is likely to be needed. This is an important state coordination mechanism that helps prevent conflict between local approvals and state permit requirements, and likely helps prevent illegal fills.

2. ABOUT THE TARGETS

This measure facilitates workload management and helps the agency determine needs for enhanced processes or efficiencies to meet the statutory requirements and provide excellent customer service.

3. HOW WE ARE DOING

During FY 2015, the average agency response time was 9.6 days, which is about 12 days faster than the 22-day target. This review time is 1 day more than the previous fiscal year.

4. HOW WE COMPARE

There is no comparable public or private industry standard.

5. FACTORS AFFECTING RESULTS

The number of land use notices submitted during FY 2015 was 351; 84 more than received in FY 2014. The number of wetland land use notices submitted for review appears to be heavily influenced by the economy and, to a lesser degree, by the availability of wetland information (i.e. new local wetland inventories) and DSL outreach efforts to local governments regarding the requirement. At the height of economic activity in FY2006, 519 wetland land use notices were submitted for review and the review time was 14.8 days. The number of notices steadily dropped to a low of 173 in FY2011 but has increased again as economic activity has increased.

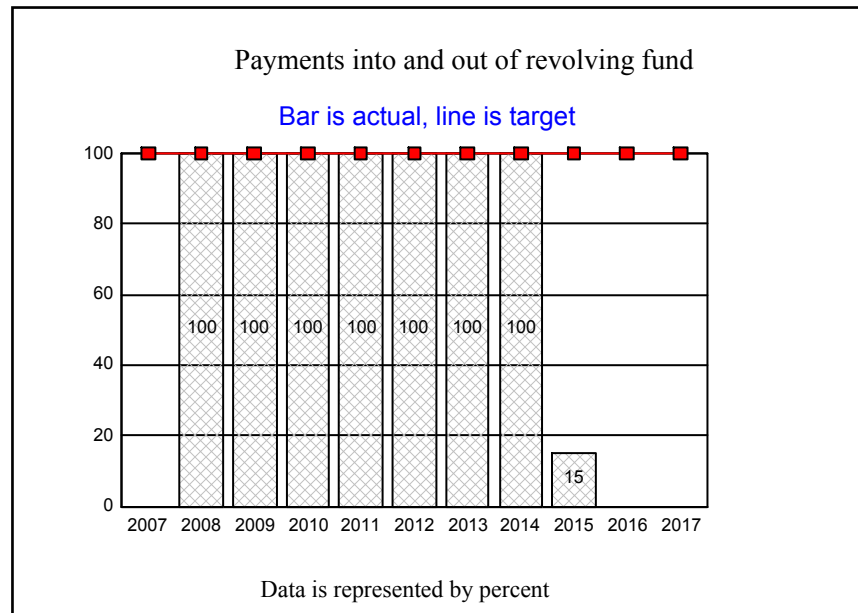
6. WHAT NEEDS TO BE DONE

DSL will continue efforts to meet the 22-day target response time. As the economy recovers, the department will need to work with staff to prioritize increased workloads.

7. ABOUT THE DATA

These data are generated from a query in DSL's Land Administration System (LAS) titled "Wetlands/Wetlands Reports/Land Use Notice Summary by County" for the dates: 7/01/2014 -- 6/30/2015.

KPM #11	Use of Payment to Provide Moneys - Percent payment-to-provide money received in Mitigation Bank Fund obligated and committed within one year.	2003
Goal	GOAL 2: Wetlands and Waterways Conservation - To conserve, restore and protect waters of the state, including wetlands, for their contribution to aquatic life and habitats, fisheries, aquatic-based economies, tourism, public recreation, navigation, water quality, floodwater storage and other natural resource functions and values through the Removal-Fill and Wetlands programs.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	Agency records indicating restoration projects funded and moneys received into the Wetland Mitigation Bank Revolving Fund .	
Owner	Aquatic Resource Management Program: Bill Ryan, Assistant Director, (503) 986-5259.	



1. OUR STRATEGY

To provide funding for qualified projects designed to mitigate for permitted actions impacting waters of the state, including wetlands, and to encourage the commitment of payment-in-lieu of mitigation funds within one year after such payments are made into the Oregon Removal-Fill Fund.

2. ABOUT THE TARGETS

The target is 100% for fiscal year 2015. It is reasonable to expect the agency to expend moneys coming into the fund within one year for qualified projects.

3. HOW WE ARE DOING

The agency did not meet the target for FY 2015. The agency received \$158,125 in payments to the Oregon Removal-Fill Fund and paid out \$34,030 to purchase credits from the City of Eugene Mitigation Bank resulting in a KPM value of 15%.

4. HOW WE COMPARE

There is no comparable public or private industry standard.

5. FACTORS AFFECTING RESULTS

This KPM is affected by availability of advance mitigation credits through the agency's In-Lieu Fee Program. In particular, DSL began selling advance mitigation credits in Douglas County in 2014, but had not accumulated sufficient funds to begin seeking a project in FY 2015.

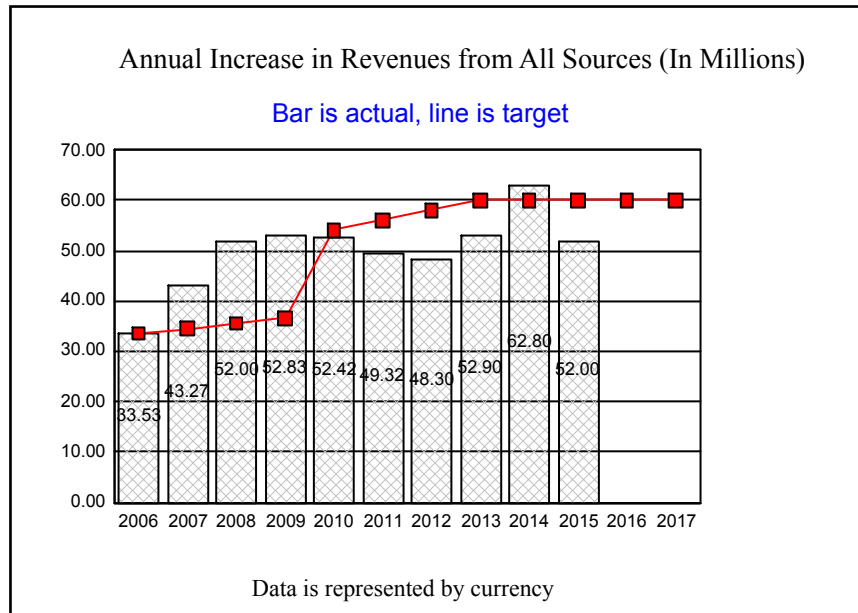
6. WHAT NEEDS TO BE DONE

Seek restoration projects and conduct outreach to encourage quality project applications, particularly in the Douglas County area.

7. ABOUT THE DATA

The data is obtained from the Statewide Financial Management Application (SFMA) and is based on the Oregon fiscal year. Persons wanting additional data can contact the owner of the data, Bill Ryan at 503.986.5259.

KPM #12	Increase Unclaimed Property Holder Reporting. - Percent annual increase in amount of unclaimed property reported and remitted annually.	2001
Goal	GOAL 3: Unclaimed Property - To enhance public service and outreach, improve unclaimed property processing efficiencies, increase compliance with reporting laws, and increase receipts to the Common School Fund.	
Oregon Context	This measure is linked to the agency mission.	
Data Source	Total amount of unclaimed property received annually by the Department of State Lands.	
Owner	Unclaimed Property Section, Patrick Tate, Unclaimed Property Manager, (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 investment income and 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 generally demonstrate increased compliance, though a spike in receipts can result from other factors.

3. HOW WE ARE DOING

2015 receipts decreased 10.8 million from FY 2014 receipts. We believe the downturn is related to securities sale receipts, which also declined \$10 million compared to FY 2014. Securities are not sold until an effort is made to locate the owners. That outreach process was delayed this year by remodeling, switching securities brokers and an extended absence of key staff.

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. Tennessee's unclaimed property program may be the most comparable to Oregon's with the same number of employees and similar receipts and claim values since FY 2004. Tennessee's receipts slightly outpaced Oregon in recent years.

5. FACTORS AFFECTING RESULTS

Completed audits of out-of-state companies by our contracted audit vendors have been the most important factor increasing our receipts. In addition to our in-state audits and consultation visits with non-reporters, twelve free holder workshops were conducted this year around the state and over 200 business professionals attended.

6. WHAT NEEDS TO BE DONE

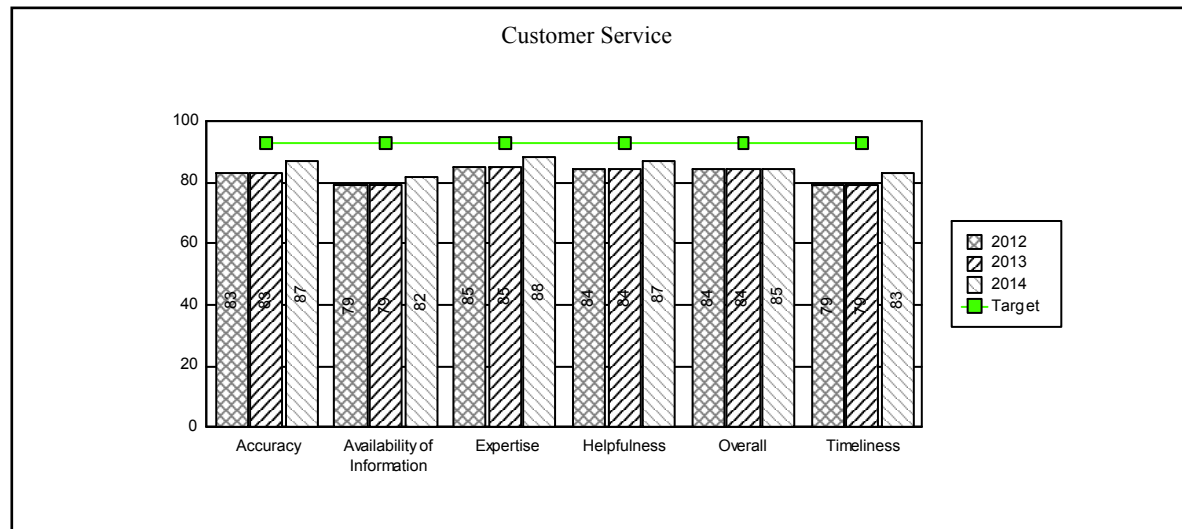
Holders will be able to use our Online Reporting Tool for the November 2015 filings. A second phase will provide holders the option to remit online. Non-reporting remains our largest concern, and the primary cause is that companies are not aware of their reporting responsibility. We will be looking for ways to identify and educate companies that are likely to hold unclaimed property. Additionally, we are taking steps to correct incorrect and under-reporting by using a report examiner. The examiner will allow us to check reporting errors early and instruct reporters on proper compliance. The agency will continue our

holder outreach efforts statewide to educate the holders of unclaimed property of their reporting responsibilities.

7. ABOUT THE DATA

The data is calculated by comparing the actual cash receipts according to the Statewide Financial Management Application and reporting the change as a percentage.

KPM #13	Customer Service – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2006
Goal	Strategic Plan Goal 5: Deliver efficient, professional service to our customers.	
Oregon Context	Agency Mission; statewide focus on improved customer service.	
Data Source	Data collected from surveys of DSL customers in all program areas.	
Owner	Agency-wide, Mary Abrams, Director, (503) 986-5224 or Julie Curtis, Communications Manager, (503) 986-5298.	



1. OUR STRATEGY

This KPM is linked to Goal 5 in the DSL 2012-2016 Strategic Plan: Deliver efficient, professional service to our customers through improved communications, employee training and administrative systems. The agency conducts biennial customer surveys in even numbered years to gauge customer satisfaction and to continually improve service delivery. The most recent customer survey was done in 2014.

2. ABOUT THE TARGETS

93% of customers rated our agency service as excellent or good. This target is established by the Department of Administrative Services.

3. HOW WE ARE DOING

As an agency with regulatory responsibilities, DSL realizes the DAS standard of 93 percent of our customers rating our service as good or excellent is very difficult to achieve. Despite this, we've made progress over the years in improving in all areas. The relatively high customer ratings in 2014 exceeded those reported in 2007, the first year of surveying.

4. HOW WE COMPARE

DSL ranks in the higher range compared to other natural resource agencies. 2012 comparisons: Water Resources: 62%; Land Conservation and Development: 70%; Environmental Quality: 72%; Fish and Wildlife: 87%.

5. FACTORS AFFECTING RESULTS

Approximately 4,000 customers who interacted with DSL in 2013 were emailed a link to the online survey (done via Survey Monkey). About 17 percent of the recipients started the survey, which was slightly less than our goal of a 20 percent response rate. Previous years' response rates have varied from 16 to 29 percent.

6. WHAT NEEDS TO BE DONE

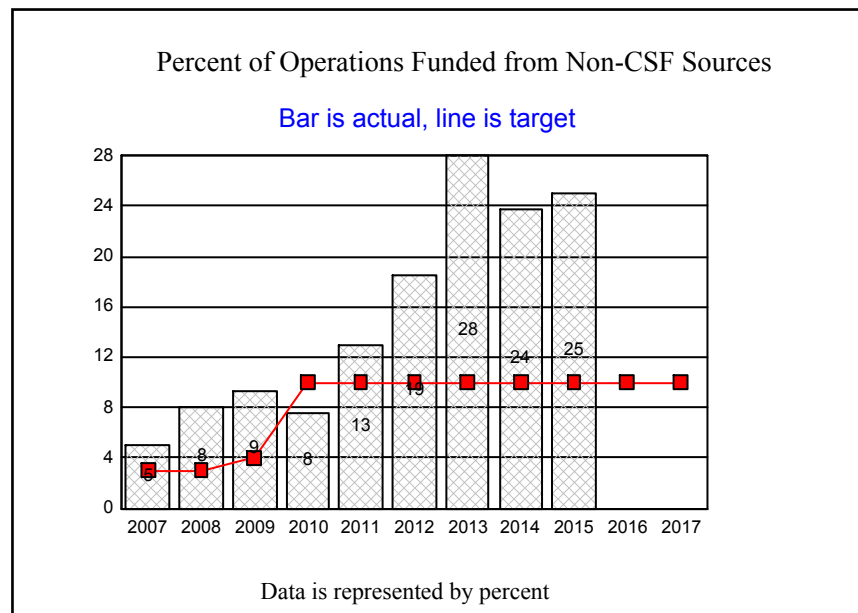
Our goal is to see consistent improvement in all survey categories over time. DSL is focusing on improving removal-fill permit, unclaimed property, state land registration and other agency processes, especially online services. Customer service remains an important overall goal of the agency, and management will continue to provide training and feedback to all staff to improve customer interactions.

7. ABOUT THE DATA

Approximately 4,000 surveys were sent via e-mail to four customer groups. The samples were drawn from the agency's Land Administration System

database; the Unclaimed Property Section's claims database; the wetland consultant e-mail list; the agency's Removal-Fill Technical Advisory Committee; and South Slough's e-newsletter list. The unclaimed property survey recipients were the only randomly sampled group because of the large number of customers. For all other groups, all customers were surveyed. Our goal was to get a 20 percent response rate from each group. The customer groups included: Unclaimed Property: 2059 names; 397 respondents (19 percent response rate) Wetlands and Waterways: 918 names; 130 respondents (14 percent response rate) Land Management: 554 names; 104 respondents (19 percent response rate) South Slough Reserve: 367 names; 54 respondents (15 percent response rate) All surveys included the six DAS-mandated questions, and also included an open-ended comments section.

KPM #15	South Slough National Estuarine Research Reserve Operation Costs Leveraged. - Percent of SSNERR operations funded from sources other than CSF, including leverage from grants, fees, program revenues and gifts.	2006
Goal	GOAL 7: South Slough National Estuarine Research Reserve - To implement the South Slough Management Plan which supports the mission of the reserve to improve the understanding and stewardship of Pacific Northwest estuaries and coastal watersheds.	
Oregon Context	South Slough Mission Tri-annual reports to South Slough Reserve Management Commission, annual reports to National Oceanic and Atmospheric Administration. SSNERR records of research, education and stewardship projects that provide educational opportunities.	
Data Source	SFMA; Annual reports to National Oceanic and Atmospheric Administration.	
Owner	South Slough Reserve, Pam Wilson, Operations Manager, (541) 888-5558, ext. 34.	



1. OUR STRATEGY

To decrease the Reserve's dependency on the Common School Fund, staff seeks grant opportunities and other funding to augment its budget. Grants, in particular, leverage additional funding through match requirements. Fees collected from services and facilities can potentially reduce CSF dependency. The Reserve continues to use this strategy to augment its budget.

2. ABOUT THE TARGETS

The targets remain conservative due to the uncertainties of the economy and fluctuation in amounts of available funding through grant applications.

3. HOW WE ARE DOING

Staff continually seeks grant and other funding opportunities to support Reserve operations and projects. Opportunities over the past year and successful applications for grants and awards allowed the Reserve to leverage funding using state budget funds as match. The fee rule adopted in 2008 has provided the Reserve with the opportunity to charge fees for building use. In this reporting period, \$3,000 has been collected.

4. HOW WE COMPARE

There are no comparable measures.

5. FACTORS AFFECTING RESULTS

Grant and award opportunities are highly unpredictable. The Reserve was fortunate to maintain level funding within its Federal Fund operations budget vs. receiving a budget cut. A successful Other Funds award with significant value has raised the percentage of funds leveraged. That award will continue through the next reporting period. The amount of fees to be collected is also difficult to predict, and local organizations will generally use space that is available for no fee. Additionally, the Reserve's public space is located a distance from the communities that typically use gathering places for events and meetings. When individuals or organizations do choose to use the Reserve's resources, availability is dependent upon prioritizing the needs of the Reserve to support its programs. Gifts, donations and bequests are another source of funding and resources that cannot be planned upon.

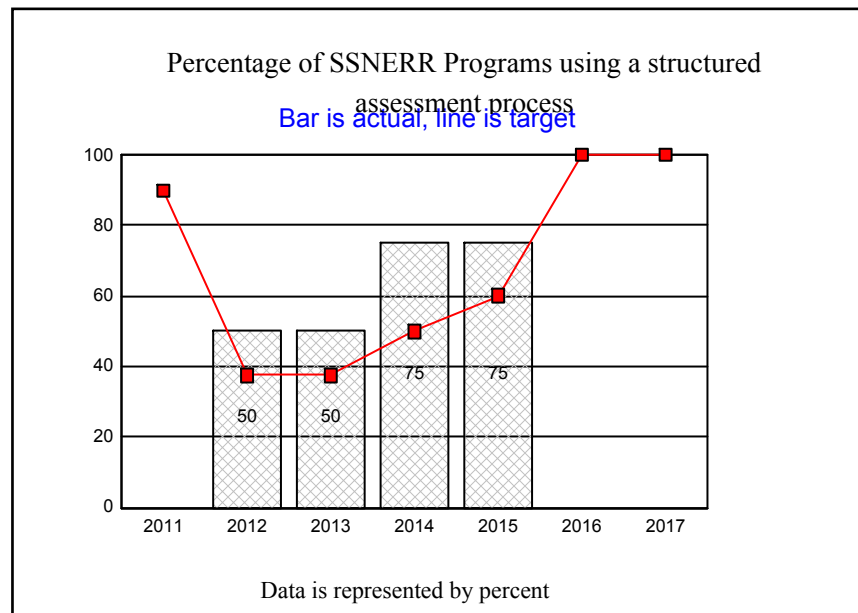
6. WHAT NEEDS TO BE DONE

Staff will continue to pursue outside funding sources to support its operations and special projects. Staff has simplified the space fee structure to increase the use of rentable space and lend some predictability to revenues.

7. ABOUT THE DATA

Many grant periods do not align with the state fiscal year and/or are for more than one year. Other grant projects may have time extensions, which will cause funding to be spent over a longer period of time; however, the impact is slight. Reporting is for the state fiscal year.

KPM #16	South Slough National Estuarine Research Reserve Education Actions - Percentage of SSNERR education programs that use a structured assessment process surveys to provide information and decision support services responsive to audience needs.	2008
Goal	GOAL 7: South Slough National Estuarine Research Reserve - To implement the South Slough Management Plan, which supports the mission of the Reserve to improve the understanding and stewardship of Pacific Northwest estuaries and coastal watersheds.	
Oregon Context	South Slough Mission	
Data Source	Tri-annual reports to South Slough Reserve Management Commission, annual reports to National Oceanic and Atmospheric Administration. SSNERR records of research, education and stewardship projects that provide educational opportunities.	
Owner	South Slough Reserve, Pam Wilson, Operations Manager, (541) 888-5558, ext. 34.	



1. OUR STRATEGY

The mission and management plan of the Reserve are used to identify activities and strategies to address needs for informing and improving management of Oregon's estuaries. Educating diverse audiences to better understand Pacific Northwest estuaries and coastal watersheds uses the data and results of various Reserve program areas and provides opportunities for education and outreach activities for targeted audiences. These audiences are identified through market analyses and needs assessments (MA/NA) and the expertise of program staff. Audiences ranging from Oregon school children to coastal decision makers learn about the results of research, implement strategies and recommendations from those results. This supports more informed decisions concerning the coast, estuaries and watersheds.

2. ABOUT THE TARGETS

The goal is for the eight program areas to use a structured process of needs assessment and market analysis information to identify audiences and their expressed needs for information, programs, and products. The target is to increase the number of program areas using this process by two programs each year until all eight program areas consistently employ the data generated by this process.

3. HOW WE ARE DOING

The process of conducting a formal market analysis has occurred within the K-12 education and CTP program areas. Six of the eight identified program areas currently use some form of needs assessment to identify audience-driven program development, information and services.

4. HOW WE COMPARE

There are no comparable measures.

5. FACTORS AFFECTING RESULTS

Grant funding for projects is competitive and unpredictable, although Reserve staff continually seeks grant opportunities. Evaluation techniques are incorporated in project and grant application development, though adequate resources for surveying are not always received. Without specifically identified resources, existing staff are tasked with collecting necessary data and this occurs in the most efficient way feasible to assess and address audience needs.

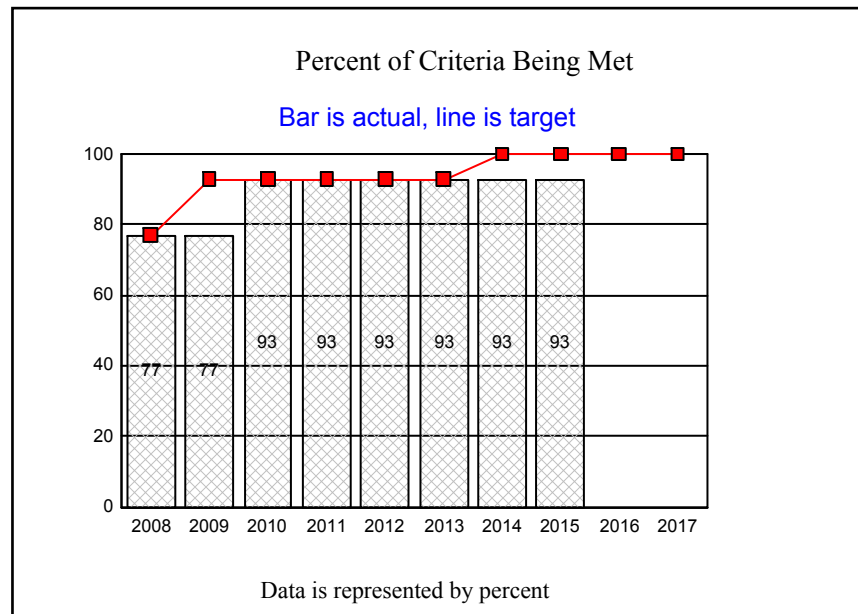
6. WHAT NEEDS TO BE DONE

Reserve staff will continue to develop and deliver outreach opportunities to educate and inform students, coastal decision-makers and the general public. Market analyses and needs assessments are incorporated into these opportunities to provide the most relevant information to target audiences. The revision of the Reserve management plan presents a significant opportunity to address the overall process of needs assessment within the eight program areas.

7. ABOUT THE DATA

Using a structured process to develop programs and identify appropriate audiences has resulted in continued success in providing information as well as making successful grant applications.

KPM #17	Best Practices - Percent of total best practices met by the Land Board.	2008
Goal	Goal 5: Common School Fund - To protect and enhance the value of the Common School Fund (both short- and long-term) through close monitoring of investments to maximize distributions to schools.	
Oregon Context	2007 Legislative Direction	
Data Source	Internal review and assessment	
Owner	Agency Wide, Mary Abrams, Director, (503) 986-5224 or Cynthia Wickham, Assistant Director, (503) 986-5227.	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

The agency is confident that the Board will consistently achieve high scores in the assessment process.

4. HOW WE COMPARE

The State Land Board is unique among Oregon Boards and Commissions and as such, there is no real comparator.

5. FACTORS AFFECTING RESULTS

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

6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

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

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

Contact: Cynthia Wickham

Contact Phone: 503-986-5227

Alternate: Vena McCoy

Alternate Phone: 503-986-5217

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

1. INCLUSIVITY

* **Staff:** Staff have been involved in the development, review and proposed changes or modification of the KPMs, as well as in the collection and collating of data. The agency management team is using the KPMs in making management decisions and establishing priorities for staff work.

* **Elected Officials:** The Legislative Assembly has been highly involved in the development of DSL's performance measures. The members of the State Land Board review and approve the agency performance measures in conjunction with the agency strategic plan and budget.

* **Stakeholders:** Stakeholders reviewed the KPMs in conjunction with the amendment of the agency strategic plan in 2008 and have been kept informed of the agency performance through newsletters and the agency Web site.

* **Citizens:** The annual report has been continuously posted on the agency Web site.

2 MANAGING FOR RESULTS

Performance measures have been routinely used since 2003 in the development and execution of DSL's budget. They have also been incorporated into the agency strategic plan and revision of the strategic plan. Managers consider the KPMs in allocating staff and resources to projects and programs. There were some minor adjustments to targets during the 2013 Legislative session.

3 STAFF TRAINING

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

4 COMMUNICATING RESULTS

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

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

	<p>* Stakeholders: Posting of annual report on Web site; discussion in newsletters and in outreach visits.</p>
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* **Citizens:** Posting of annual report on Web site.