



OREGON DEPARTMENT OF FISH AND WILDLIFE

Preparing for the 2019-21 Biennium

ODFW Budget White Paper
May 2018



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The Agency

Director's Message

Dear Fish and Wildlife Enthusiast,

Thank you for your interest in the Oregon Department of Fish and Wildlife's budget development for the 2019-2021 biennium. I look forward to working with you. Our agency's budget will have far-reaching impacts on Oregon's ability to protect and conserve our treasured fish and wildlife resources, and your input is appreciated.

The Oregon Department of Fish and Wildlife has a very broad and rewarding mission. During the budget town hall meetings, attendees will learn more about that mission, and how the agency's conservation, fish and wildlife, and administrative programs, work to achieve that mission. With our mission in mind, we ask that you consider, discuss, and provide comment on budgetary options that impact the level and type of work we do to conserve, protect, and enhance fish and wildlife and their habitats for use and enjoyment by current and future generations.

This document should provide some context for those conversations. It includes details on the revenues we receive, license sales trends, and how our current budget is allocated. It also provides background on our organizational structure and major programs.

I look forward to these important discussions. Please let my staff or me know if you have any questions as we go through this process.

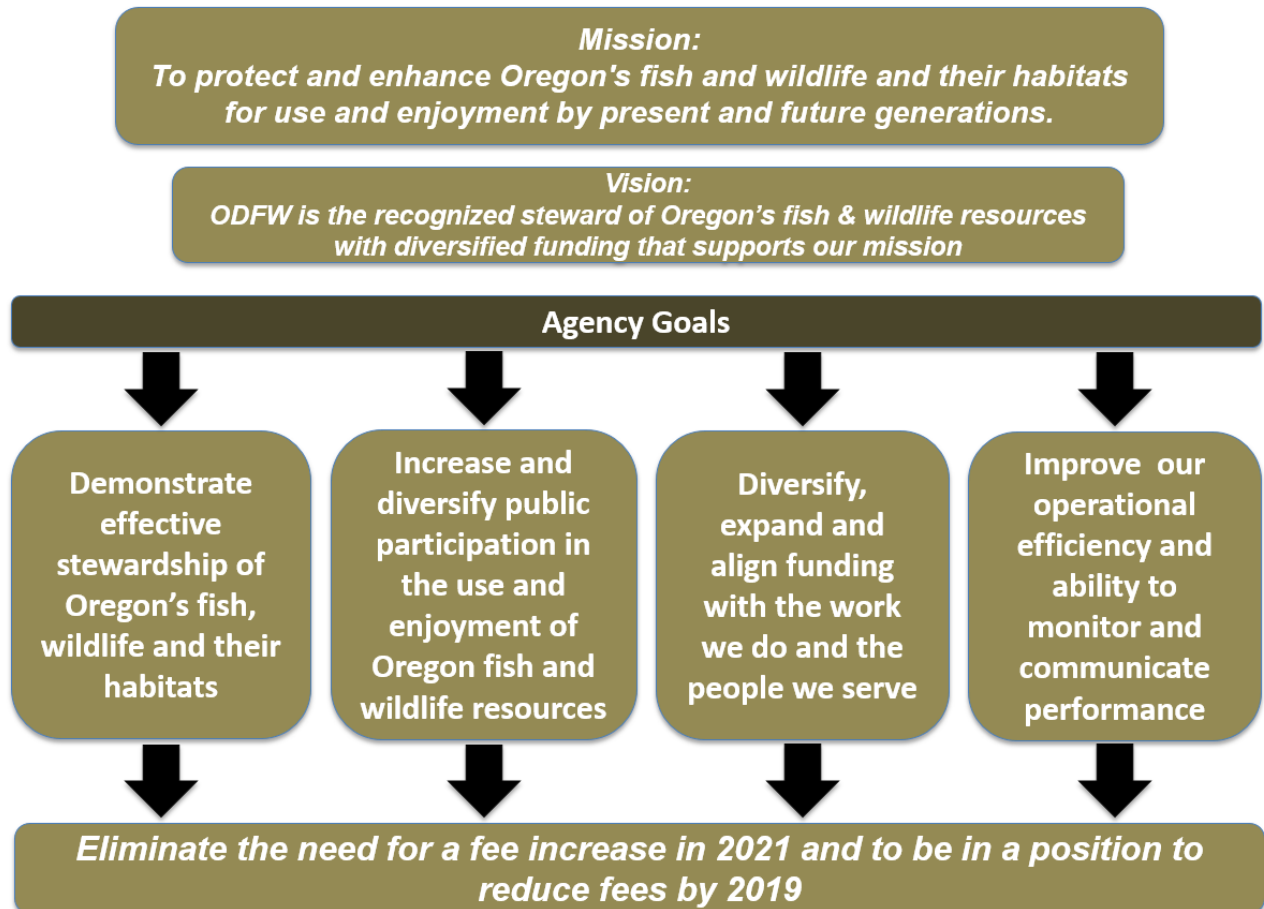
Once again, thank you for your time and your commitment to Oregon's fish and wildlife.

Sincerely,



Curt Melcher
Director

Agency Mission and Strategic Planning



During the 2015-17 biennium, ODFW began a strategic planning initiative to focus its efforts during the following six-year period. Work has continued in the 2017-19 biennium to further refine and expand this effort.

Vision

ODFW is the recognized steward of Oregon's fish & wildlife resources with diversified funding that supports our mission.

To achieve this vision, ODFW set forth the following goals and objectives for the six-year period.

Goals and Objectives

1. Demonstrate effective stewardship of Oregon's fish, wildlife and their habitats
 - Continue effective stewardship of Oregon's fish, wildlife and their habitats through sound science and by addressing our constituent's needs.
 - Increase or maintain public satisfaction with the work we do (the current satisfaction level is 65%.
 - Provide leadership on five focal fish and wildlife issues and report on progress and solutions by 2022.
2. Increase and diversify public use and enjoyment of Oregon's fish and wildlife resources.

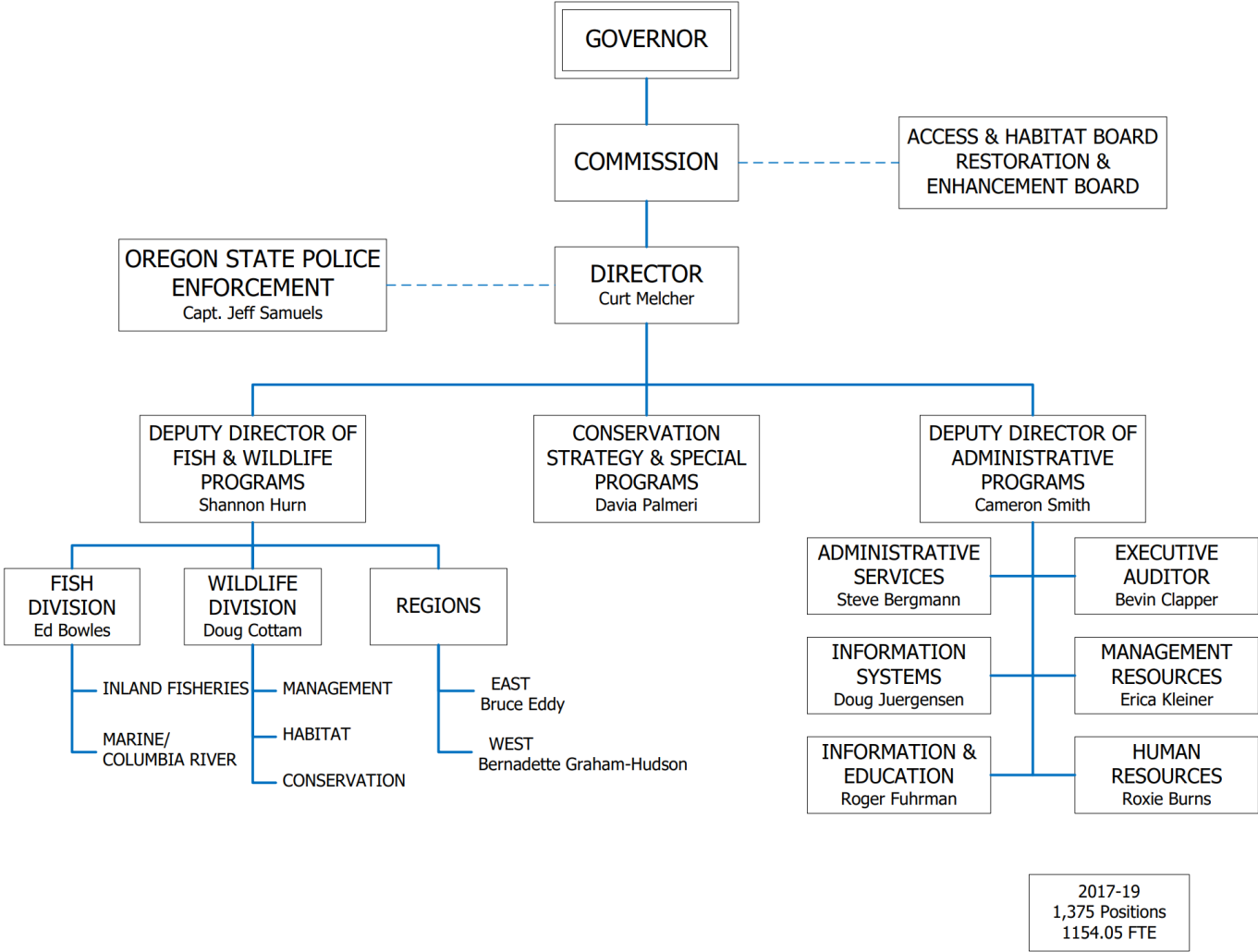
- Increase the proportion of Oregonians participating in wildlife watching from 47% to 50% of all Oregonian's by Dec. 31, 2021.
 - Increase the diversity of our customer to reflect the gender, age and ethnic diversity of the state's population.
3. Expand support for fish, wildlife and their habitats.
- Align budgets with ODFW conservation and management priorities beginning with the 2019-21 biennium.
 - Increase revenue from ALL ODFW customer (hunters, anglers, viewers, supporters, outdoor recreationists) by 15% by June 30, 2019.
 - Develop ODFW fundraising efforts to expand and diversity grant funding sources by 15 percent and increase donation revenue by 25 percent by June 30, 2019.
4. Improve our operational efficiency and ability to monitor and communicate performance
- Improve ways to define, prioritize, coordinate and communicate what we do.
 - Ensure the department has a diverse workforce with the skills and culture needed to tackle current and future needs.
 - Develop information systems to better maintain and analyze the data needed for fish and wildlife science and management.
 - Invest in those assets and infrastructure that best support our mission.

Outcome-Based Management Framework

Additionally, ODFW will continue to focus on implementation of an outcome-based management framework in 2017-19 to maximize the efficiencies of the agency's business operations and processes, an effort that also began in the 2015-17 biennium. Outcome-based management is a system that is currently used by the Administrative divisions for setting goals for the agency's core business work and measuring its progress in meeting those goals. ODFW assesses the results of these measurements monthly to monitor outcomes and to increase agency transparency and accountability. This system also integrates continuous process improvement for these core processes; when the agency identifies problem areas, staff conduct problem solving events to make day-to-day processes more efficient and to improve service delivery. Outcome-based management provides the foundation for the agency's efforts in successfully implementing its initiatives. As part of the strategic planning process, ODFW's fish and wildlife divisions will begin establishing some of their core processes during the current biennium (Goal 4).

Agency Organization

ODFW accomplishes its mission through its fish and wildlife divisions and regional offices. Staff in these divisions and in the regional and field offices are supported by administrative divisions which include information and education, human resources, information systems, management resources, and administrative services. Oregon State Police plays a key role in the mission through enforcement of fish and wildlife regulations. The seven-member Fish and Wildlife Commission, appointed by the Governor, hires the agency director, sets policy, and adopts administrative rules.



Commissioners

The seven-member Fish and Wildlife Commission is appointed by the Governor to represent specific districts. One commissioner must be from each congressional district, one from east of the Cascades and one from west of the Cascades. Commissioners serve four-year terms and must be confirmed by the Senate. The Commission hires the agency director, sets policy, and adopts administrative rules. The director oversees agency administration and the day-to-day operations of the agency (for Commissioner biographies please refer to appendix E).

Programs, Services, and Functions

Administration Programs

In addition to the five programs listed below, the administration programs include the Commission, Director's Office, and Commercial Fishery Permit Board.

Director's Office

The Director's Office consists of the ODFW director and two deputy directors. The agency director oversees agency operations and administration, and provides leadership for fish and wildlife programs. The director represents ODFW on the Governor's Natural Resources Cabinet and before Oregon's legislators and members of the U.S. Congressional delegation. The director also represents ODFW in cooperative efforts with other natural resource agencies within Oregon and throughout the United States, and with federal agencies such as the USFWS, Bonneville Power Administration (BPA) and the National Marine Fisheries Service (NMFS). The Director's Office oversees information security directives and internal audit requirements.

Administrative Services:

- Contract Services: Provide technical support and oversight on contracts, grants, purchases and realty transactions; provide risk management services; manage headquarters building maintenance and security, and manage the agency's fleet.
 - Fiscal Services: Process revenue and expenditures for ODFW programs; provide accounts receivable and payable services; process payroll; oversee inventory and fixed assets; and prepare financial reports.
 - Licensing: Issue computerized, mail-order and commercial licenses; respond to constituents' questions on rules and license requirements; and provide support to 600 license agents.

Goal 4: Improve operational efficiency and ability to monitor and communicate

Human Resources:

- Direct all human resources; safety and health-related activities; equal employment opportunity; recruitment; position classification; labor relations; affirmative action; and workforce enhancement.

Information and Education:

- Promote hunting, fishing and wildlife viewing opportunities through ODFW website, e-mail, telephone, public events, public information campaigns, brochures, social media, and other electronic and printed materials.
- Respond to media and public inquiries regarding fish and wildlife management, Commission decisions, and fishing and hunting regulations.
- Manage and develop content for ODFW external website receiving more than 4.2-million views annually. Manage internal website.
- Certify more than 6,100 students per year in safe firearms handling and practice, hunter ethics and responsibilities, and wildlife conservation through statewide Hunter Education program.
- Teach basic angling skills, angler ethics and aquatic stewardship to nearly 15,000 youth and families through Family Fishing Events, workshops, clinics and Free Fishing Weekend events.
- Offer hands-on instruction in fishing, hunting, crabbing, clamming and other outdoor activities through the Outdoor Skills program.
- Coordinate more than 1,920 volunteer instructors contributing more than 27,800 hours of

service valued at nearly \$940,000 annually.

- Introduce more than 27,000 youth to hunting through the Mentored Youth Hunter Program.
- Provide outreach and support for the Oregon Conservation Strategy, the Nearshore Strategy, the Oregon Plan for Salmon and Watersheds, and other natural resource plans and programs.
- Coordinate collaborative efforts with industry, retailers, tourism organizations, sporting groups and others to encourage participation in fishing, hunting and wildlife viewing related recreation, which contribute more than \$2.5 billion to Oregon’s economy. Provide economic analysis and revenue forecast support for management of agency resources.

Information Systems:

The Information Systems Division develops and supports technology that enables ODFW’s business operations and includes the following units:

- Help Desk: provides desktop computer support and other support services to employees.
- Network: provides technical support for enterprise systems including all servers, office network connectivity and security.
- Application Development: designs and develops custom business applications.
- Administration: provides guidance and support within the division and is the key liaison to both fish and wildlife divisions and field operations.

Goal 3: Diversify, expand, and align funding with the work we do and people we serve.

Management Resources Division:

- The Management Resource Division (MRD) was established as a new division in 2016.
- MRD exists to drive the department’s strategic objectives by providing strong analytical resources and services to the Agency’s program managers, primarily in the areas of centralized project and data management.
- MRD’s objective is to provide resources to inform the operational and administrative decisions made by ODFW managers.
- MRD also serves in an oversight role and provides staff support to the Enterprise Steering Committee, which determines project priorities and ensures continuous project alignment with the Agency’s strategic direction.
- MRD leads the development and allocation of the ODFW biennial budget which includes oversight and monitoring of federal revenue contracts in coordination with program managers.
- MRD seeks to provide a department-wide vision to unify the agency’s needs around information management.
- MRD’s project and business analysis resources will help accomplish this task.
- MRD is comprised of the
 - Business Intelligence program
 - Project and Program Management Office (PMO) and
 - Information Management program (IMP).

Fish and Wildlife Programs

Fish Division

Fish programs are divided into Inland Fisheries and Marine and Columbia River Fisheries. These programs are responsible for managing fishery resources. Fish Division implements the Oregon Plan for Salmon and Watersheds mission of "restoring our native fish populations and the aquatic systems that support them to productive and sustainable levels that will provide substantial environmental, cultural, and economic benefits."

Inland Fisheries Management

- Manage regions and watershed districts.
- Implement agency policies and on-the-ground fisheries projects.
- Regulate sport and commercial fishing seasons.
- Oversee the Salmon Trout Enhancement Program (STEP) to promote fishing, education, and fish recovery and habitat restoration through the work of volunteers.
- Administer the Fish Restoration and Enhancement (R&E) Program to help promote and restore Oregon's fish resources.

Native Fish Conservation

- Develop fish conservation and management plans for fish population recovery.
- Inventory fish populations and their habitats.
- Maintain standardized and comprehensive fish, wildlife, and habitat databases.
- Assist state regulatory agencies with protection of fish and wildlife habitat by providing suitable input in their decision making processes.

Goal 1: Demonstrate effective stewardship of Oregon's fish, wildlife and their habitats.

Water and Energy Coordination

- Establish and manage instream water rights.
- Advise water quality programs on water quality issues and impacts to fish and wildlife.
- Ensure consistent statewide review of hydropower projects based on sound science and serve on the state Hydroelectric Application Review Team.

Hatchery Management

- Produce fish at hatchery facilities to augment natural production and provide fish for sport and commercial fisheries.
- Monitor fish health in department programs, research facilities, and the natural environment.
- Provide technical support through hatchery research and evaluation to private and public organizations throughout the Pacific Northwest.
- Administer the licensing of private fish propagation facilities and permitting for importation, transport, and release of non-aquaria fish in Oregon.
- Provide fish marking services to hatchery programs to support selective harvest fisheries.

Engineering and Facilities

- Maintenance and engineering for ODFW owned facilities and properties
- Manage real estate in support of land acquisitions, exchanges, disposals, and related activities that support fish conservation, production, and harvest goals.
- Provide engineering support and related construction management services.

Fish Screens and Passage

- Constructs and installs fish screens in cooperation with water users through a cost share program
- Ensures fish screens and passage facilities meet state and federal criteria
- Provides oversight and technical assistance to entities constructing fish screening and passage projects
- Designs and installs fish screening and passage facilities statewide

Marine Resources

- Manage marine fish and wildlife resources including fish, invertebrates, and marine mammals and their habitats.
- Regulate marine sport and commercial fisheries.
- Represent ODFW on statewide marine policy forums and policy development activities.
- Assess the status of fished marine species through research and fishery monitoring.
- Conduct research to address marine resource management issues.
- Monitor commercial and recreational fish catch and activity in 12 ports along the Oregon coast.
- Develop, maintain, and analyze fishery databases, and provide data for use in fishery management groups.

Columbia River and Ocean Salmon

- Represent Oregon in interstate, regional, and international fishery management forums.
- Monitor commercial and recreational harvest of species governed by state and federal harvest quotas.
- Provide fisheries management for both commercial and recreational fishing opportunities along the Columbia River.

Wildlife Division

Wildlife programs are divided into three areas: Wildlife Management, Habitat Resources, and Conservation. These programs lead statewide efforts to implement the Oregon Conservation Strategy, implement species specific management plans, manage the sustainable harvest of wildlife species, and protect, enhance, and restore healthy habitats for Oregon's fish and wildlife resources.

Wildlife Management

- Conduct and use inventories and research to gauge overall health of big game and game bird populations.
- Collect hunter harvest and effort information for use management of game mammals, game birds, and furbearers.
- Establish and regulate hunting and fur harvest and pursuit seasons, and associated regulations.
- Work with landowners to prevent and reduce wildlife damage to agricultural and timber crops.
- Conduct research on elk, bear, cougar, black-tailed deer, pronghorn antelope, mule deer, white-tailed deer, bighorn sheep, Rocky Mtn. goat, furbearers, upland game birds and waterfowl.
- Conduct management actions to benefit mule deer as part of the Mule Deer Initiative.
- Conduct management actions to benefit black-tailed deer as part of the Black-tailed Deer Plan implementation.
- Implement management plans for greater sage-grouse, migratory game birds, wild turkey, mule deer, black-tailed deer, elk, black bear, cougar, and bighorn sheep.
- Represent Oregon on the Pacific Flyway Council.

- Participate in regional and national efforts to ensure long-term sustainability of migratory birds while considering land management practices unique to Oregon.
- Participate in state, regional and national efforts to conserve sage-grouse.
- Manage ODFW-owned wildlife areas for ecological, hunting, and wildlife viewing benefits.
- Provide hunting access through cooperative partnerships with private landowners and federal agencies.
- Assist landowners through a variety of programs to conduct habitat improvement projects.
- Provide oversight all administrative functions including the Wildlife Division budget, contracts and grants.

Habitat Resources

- Provide technical advice and assistance to local, state, and federal agencies and private landowners regarding land use activities and proposed developments.
- Provide technical expertise to private landowners and natural resource agencies on removal and fill actions, energy facility siting, mining, transportation, and forest management issues.
- Provide statewide oversight and consistency in applying natural resource protection standards.
- Coordinate ODFW's response to hazardous material spill events that affect fish, wildlife, or habitat, and obtains compensation for damages under state or federal Natural Resource Damage Assessment statutes.
- Implement multiple portions of the six key conservation issues identified in the Oregon Conservation Strategy that affect species and habitats statewide.

Goal 2: Increase and diversify public use and enjoyment of Oregon's fish and wildlife

Conservation

- Oversee and manage non-game species, which account for 88 percent of Oregon's wildlife.
- Implement the Oregon Conservation Strategy with the goals of supporting healthy fish and wildlife populations by maintaining and restoring functioning habitats, preventing declines of at-risk species, and reversing declines in these resources where possible.
- Implement the Wildlife Integrity Rules, which govern the import, possession, sale, and transport of non-native wildlife.
- Manage the Aquatic Invasive Species Program to assist boat owners and others in efforts to prevent introduction and spread of high risk waterborne invasive species.
- Manage the Terrestrial Invasive Species Program to help eradicate and prevent introduction of new invasive species into Oregon.
- Manage species, restore habitats, and provide technical assistance to members of the public and our partners to help conserve species listed under the State and Federal Endangered Species Acts, and those identified in the Oregon Conservation Strategy.
- Implement the Oregon Wolf Conservation and Management Plan and Oregon Nearshore Strategy.
- Participate in wildlife habitat improvement projects that mitigate for habitat lost to the construction of hydropower facilities.

Oregon State Police Enforcement Programs

The purpose of the Fish and Wildlife Division is to ensure compliance with the laws and regulations that protect and enhance the long-term health and equitable utilization of Oregon's fish and wildlife resources and the habitats upon which they depend. The Division is the enforcement arm for the ODFW and is statutorily mandated to have sufficient staff to enforce fish, wildlife and commercial fishing laws and regulations. Members of the Division coordinate with ODFW biologists through annual Cooperative Enforcement Planning (CEP) meetings to prioritize enforcement efforts by species by month that correlate to management of fish and wildlife resources. Division staff at OSP Headquarters work closely with staff at ODFW Headquarters to develop regulation suggestions for approval by the Oregon Fish and Wildlife Commission.

OSP Fish and Wildlife Division Programs are divided into two sections:

Fisheries Section

- Responsible for oversight and enforcement of sport and commercial fisheries regulations and related resource protection efforts.
- Oversee the Marine Fisheries Team and operations of the patrol vessel Guardian.
- Oversee the Special Investigations Unit and related large scale and sometimes undercover fish, wildlife and environmental operations.

Wildlife Section

- Responsible for oversight and enforcement of wildlife related programs including the Wildlife Enforcement Decoy program.
- Oversee the Aviation Program consisting of four planes and pilots dedicated to enforcement and biological flights.

Budget Introduction

As we begin planning for the 2019-21 biennium, our investment choices need to remain focused on how we achieve our long term vision. As Governor Brown builds her agenda for the next several years, it centers around a strategic plan that includes five areas of focus for state government. Those focus areas include:

- A Seamless System of Education;
- A Thriving Oregon Economy;
- Excellence in State Government;
- Safer, Healthier Communities; and,
- Responsible Environmental Stewardship

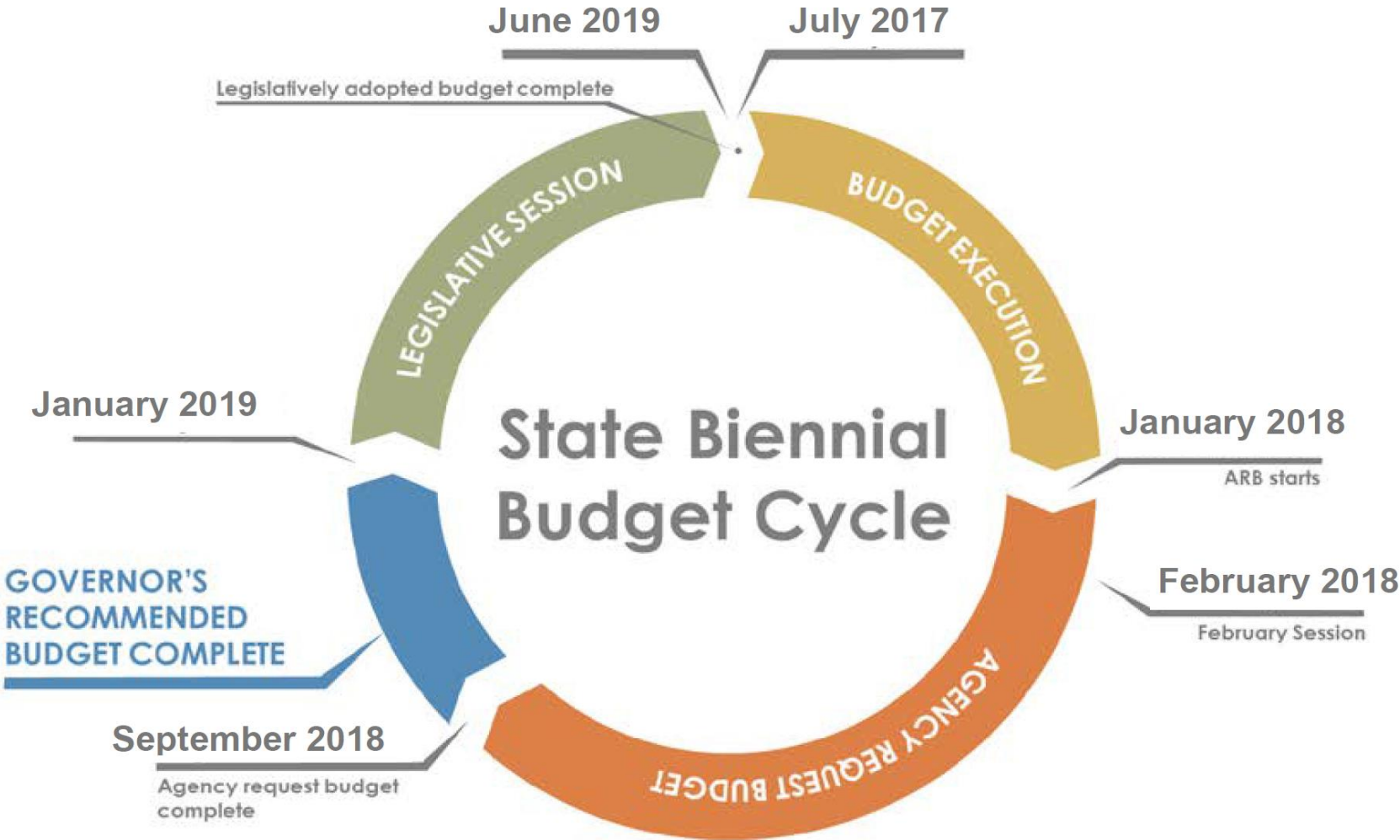


As agencies build their specific budget proposals for 2019-21, they should articulate how their proposals fit into the Governor's five focus areas and our longer term strategic vision. In some cases, agency proposals will be integrally tied to key Governor change initiatives in one or more of our focus areas. In many other cases, however, agency funding requests may be only loosely linked to fundamental change proposals.

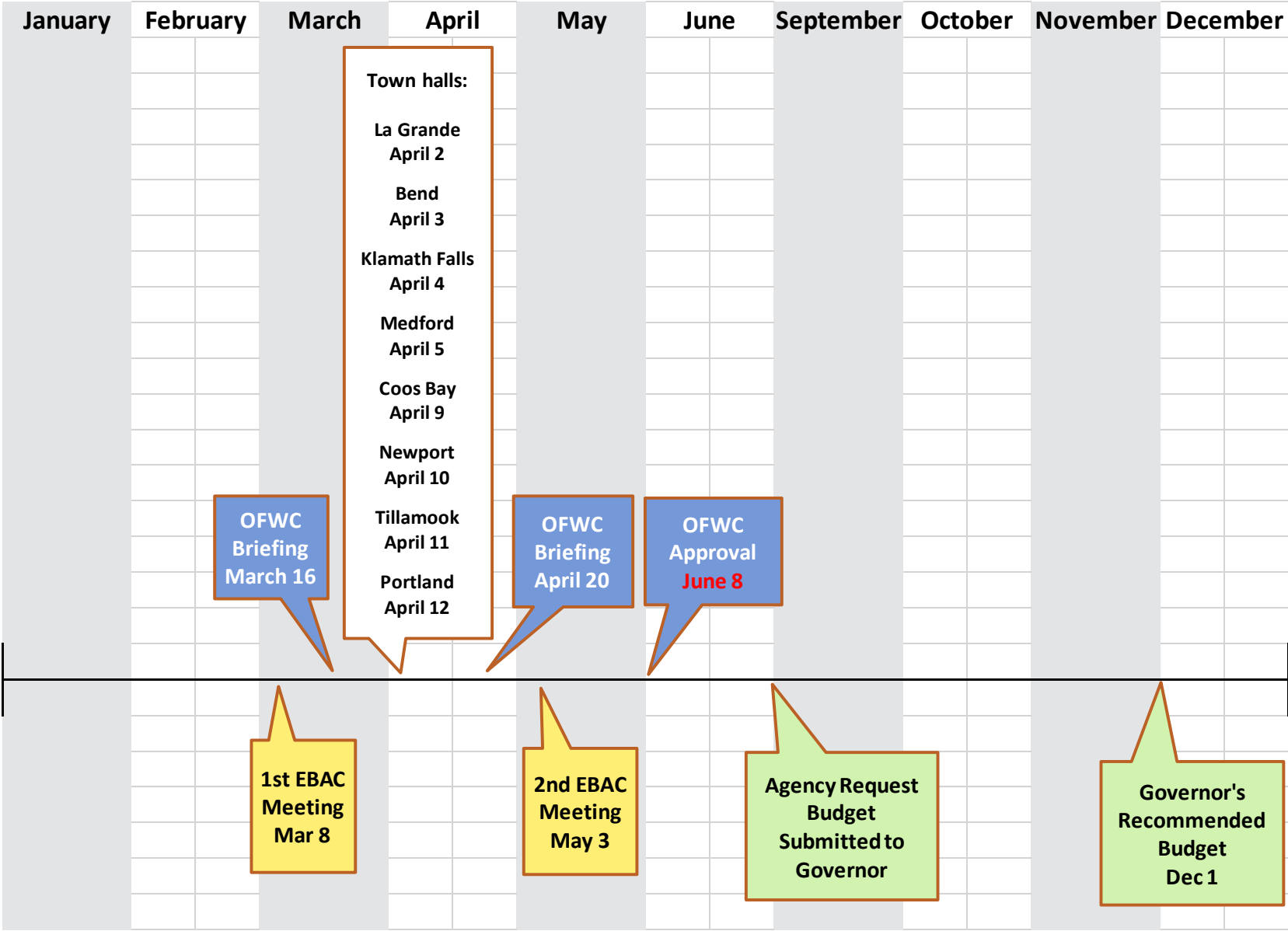
Anyone familiar with ODFW and its programs can see that the Department contributes to each of the Governor's focus areas. Through our Information and Education Division we educate the leaders of tomorrow on how to be conservation-minded. The habitat work and the efforts we make toward sustainable fish and wildlife harvest contribute to a thriving Oregon economy through wise commercial and recreational harvest. The Department's austerity measures, process improvement programs, and employee development are all examples of how the Department strives for excellence in governance. The health benefits that come through a strong connection with nature are irrefutable, all facilitated by the Department's Fish, Wildlife, Water Quality, and Conservation Programs. Finally, and arguably the most important, is that each employee of the Department are stewards of our environment. A popular saying in our field of study is that we do not own wildlife, it is on loan to us from the next generation. The Department endeavors to keep fish and wildlife, along with their habitats, as healthy as possible for a sensible and provident future.

ODFW is unique among state agencies in the extensive public process it uses to develop its budget to achieve its priorities. To develop the 2019-21 budget proposal, ODFW will hold two EBAC meetings in March and May of 2018. The agency will also hold town hall meetings in April 2018. Department staff will brief the Fish and Wildlife Commission on its budget development efforts in April 2018. ODFW will present the Agency Requested Budget for consideration by Commission during the June 2018 Commission meeting.

ODFW Budget Cycle



2017-19 Budget Development Schedule



Revenue Sources

Oregon Department of Fish and Wildlife funding is complex due to the variety of revenue sources with specific guidelines or restrictions on the use of those funds. Revenues come from four major sources: *General Fund*, *Lottery Fund (Measure 76)*, *Other Funds*, and *Federal Funds*. Half of the department's funding comes from anglers and hunters, either through license sales or federal excise taxes collected on fishing and hunting equipment.

General Fund – The legislature directly appropriates General Fund to the department for work that benefits all Oregonians. Examples include activities related to water quality and quantity, habitat improvement, statewide policy development and coordination with other agencies, native fish investigations (monitoring), hatcheries, and statewide fish and wildlife management. General Fund revenue comes from a variety of sources, including personal and corporate income taxes, cigarette taxes, etc. These funds generally have fewer restrictions on their use than other sources of funding.

Lottery Funds – The Oregon Watershed Enhancement Board (OWEB) provides Measure 76 lottery funds for specific work and projects, such as fish screening and Oregon Plan-related activities.

Other Funds come from several sources. Other Funds serve as the department's working capital and are used to pay personnel and other expenses pending federal reimbursement.

- *Hunter and Angler License Sales* – This is the primary source of Other Fund revenue and comes from the sale of fishing and hunting licenses, tags and permits to recreational anglers and hunters. Federal and state law prohibits diversion of license funds for purposes other than fish and wildlife management. A portion of license revenue may be earmarked for certain purposes, such as fees paid to license vendors for selling licenses, or *dedicated* by statute for specific purposes and deposited in statutorily created subaccounts.
- *Commercial Fish Fund* includes licenses, permits, and ad valorem taxes collected on commercial fisheries. By statute, these funds are to be used only for management, enforcement and other activities related to commercial fisheries. A portion of these revenues may be dedicated for specific purposes and deposited in subaccounts.
- *Obligated Funds* includes a number of smaller, but still significant, sources of revenue including agreements/contracts with non-federal agencies or entities, bird hunter stamps, a portion of hydropower license and operating fees, income tax refund check-off contributions, interest on wildlife fund balances, donations, fines and forfeitures from game law violators, and a few other miscellaneous categories. Additional detail on dedicated and obligated funds begins on page 29.
- *Federal Indirect* is the administrative overhead charge included in federal grants and is allocated to Other Funds to cover indirect or administrative costs associated with managing federal grants.
- *Beginning Balance* is the unspent revenue carried over from the previous biennium.

Federal Funds are received as a result of federal laws or agreements with federal agencies within five cabinet-level federal departments and two federally funded regional agencies.

- *Federal excise taxes* are collected on the sale of hunting and fishing-related equipment. The Pittman-Robertson and Dingell-Johnson Acts ("Acts") levy excise taxes on sales of firearms, ammunition, archery equipment, arrows, fishing rods, reels, gear, tackle boxes, motor boat fuels and other items. The Acts create the Wildlife Restoration and Sport Fish Restoration Programs that distribute funds to state fish and wildlife agencies based on a formula that considers the total number of paid hunters/anglers in the state and the geographic size of the state. Agencies must provide a 25-percent match. The Acts also include specific restrictions on the use of these federal funds: public relations activities not tied to a Wildlife Restoration (referred to as Pittman-Robertson

or "PR") or Sport Fish Restoration grant; licensing and permitting activities; providing services or materials to individuals or groups for commercial purposes; enforcement of game and fish laws/regulations; publication of regulations; put-and-take game stocking (i.e. pheasants); and wildlife damage activities beyond technical assistance.

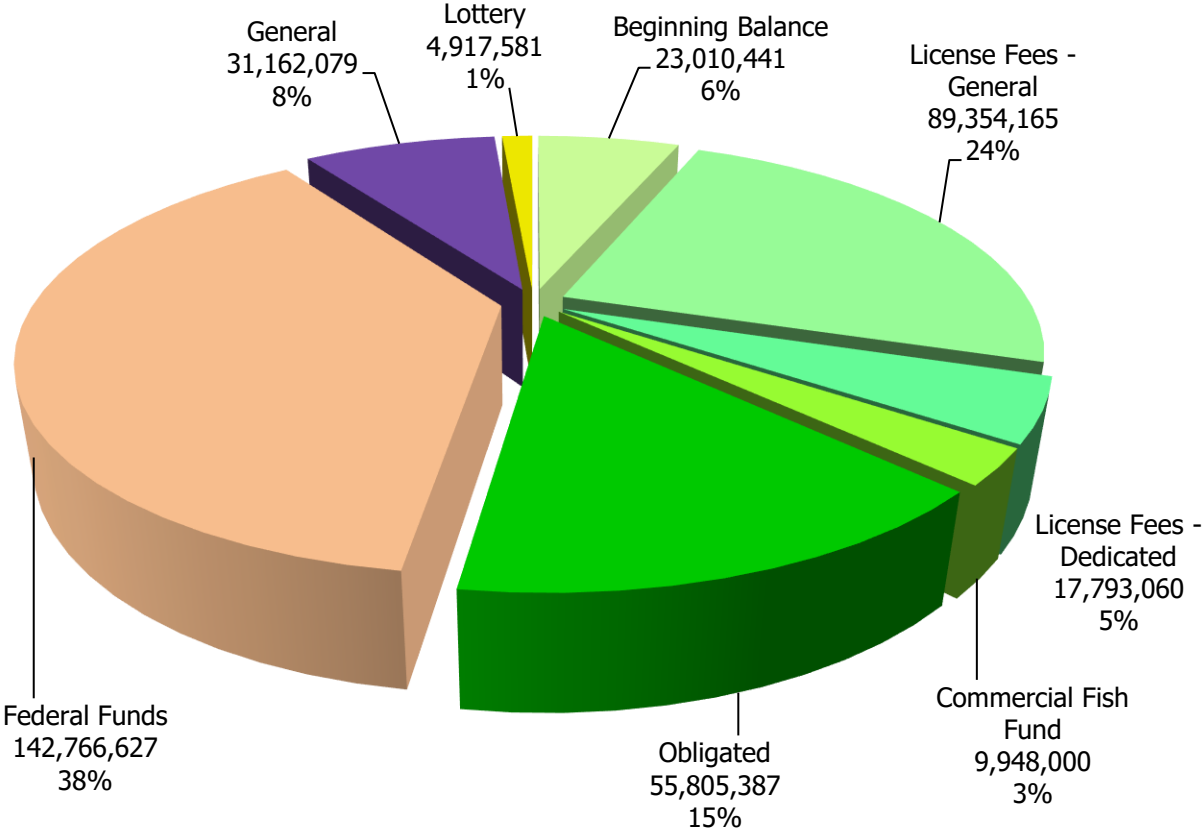
- Federal Funds also include funding through contracts, grants, and agreements with federal agencies. This includes reimbursement for specific work performed on behalf of those agencies, mitigation for the impact of federal hydroelectric dams, and other miscellaneous federal funds.
- A portion of Federal Funds are allocated to Other Funds to cover indirect or overhead-type administrative costs incurred by the department related to those grants.

More detailed information is available online at <http://www.dfw.state.or.us/agency/budget/>.

2015-17 Biennium Review

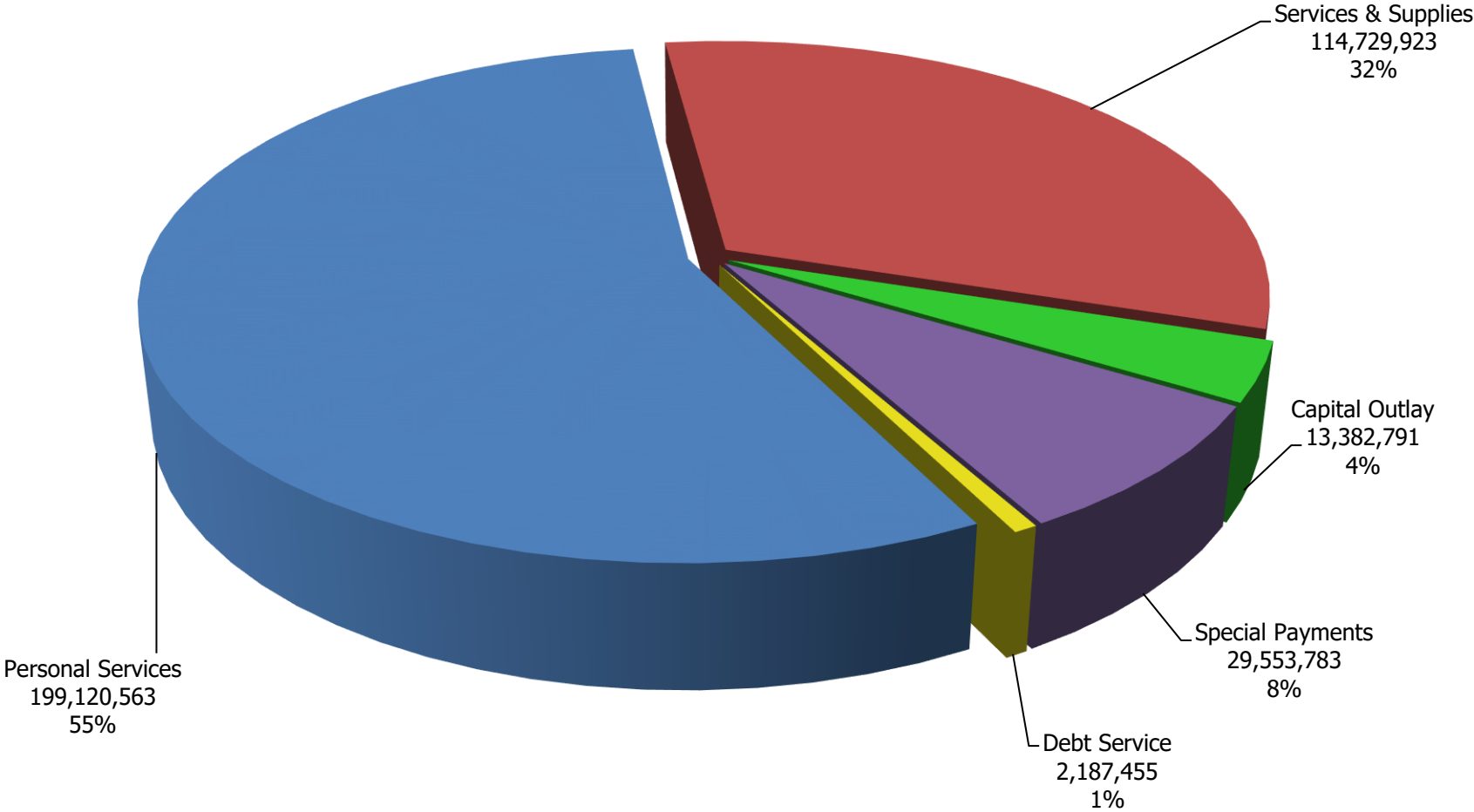
Legislatively Approved Budget- Revenues by Source

\$374.8 Million Total Funds



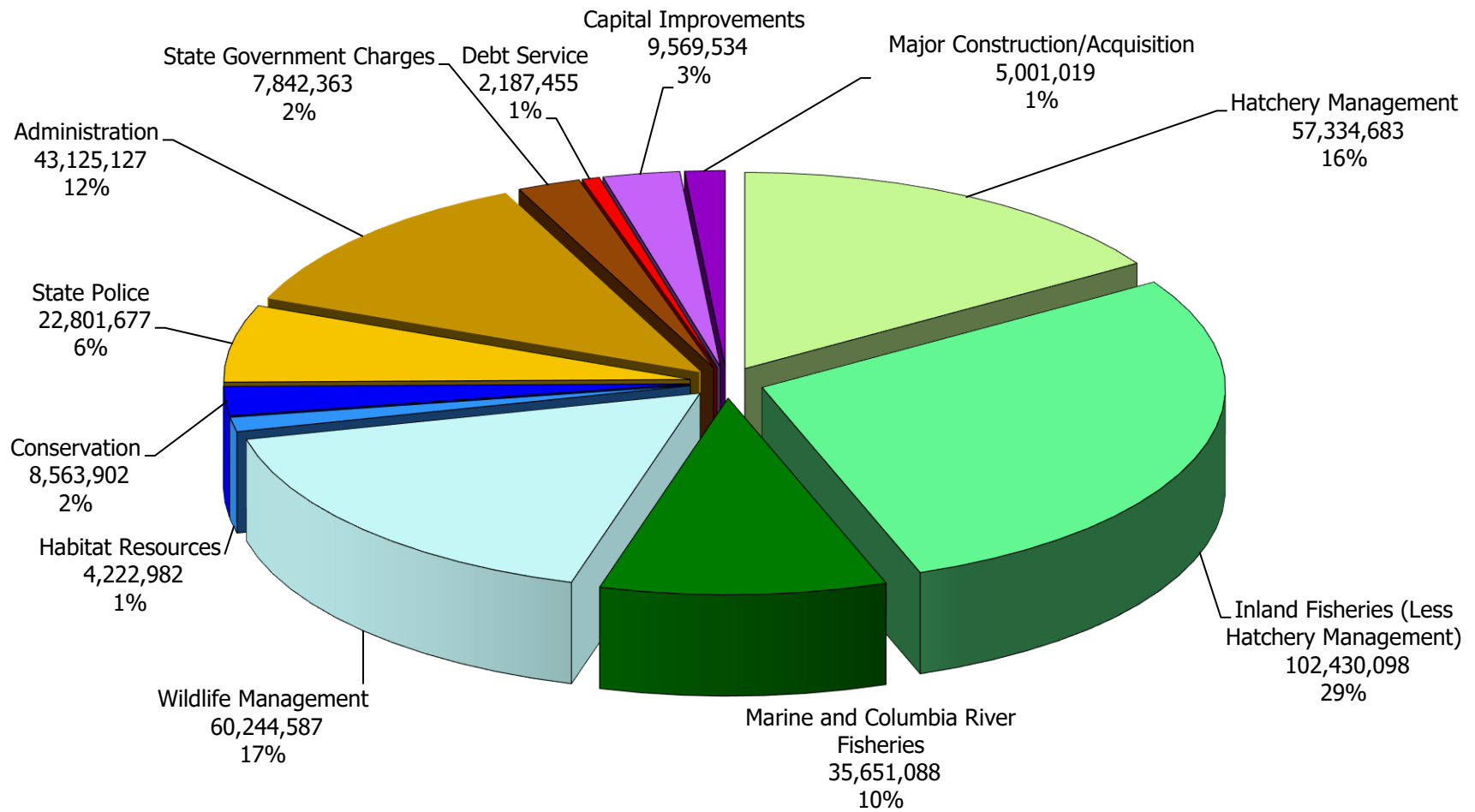
2015-17 Legislatively Approved Budget Expenditures by Category

\$359.3 million Total Funds



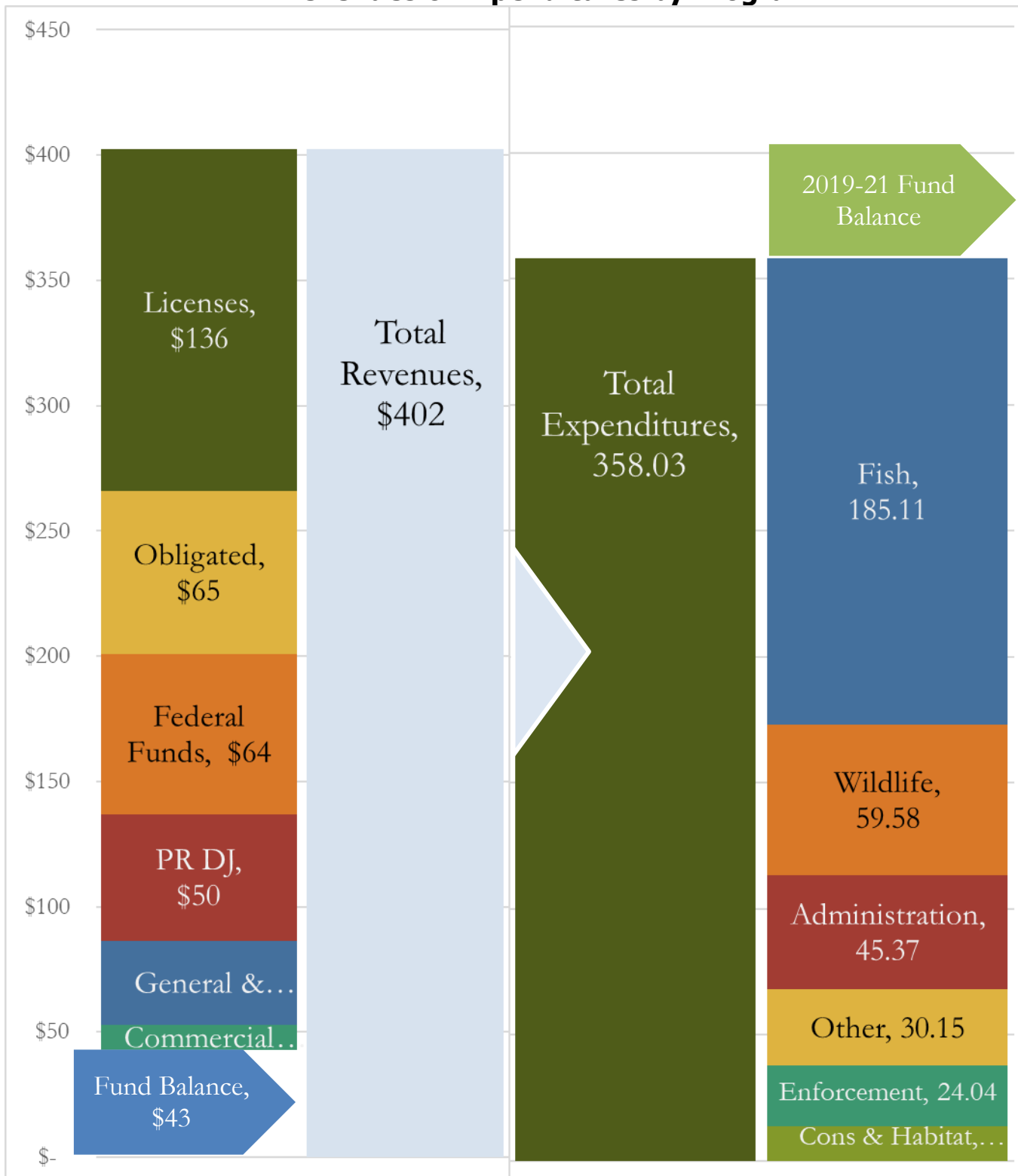
2015-17 Legislatively Approved Budget Expenditures by Program

\$359.3 million Total Funds

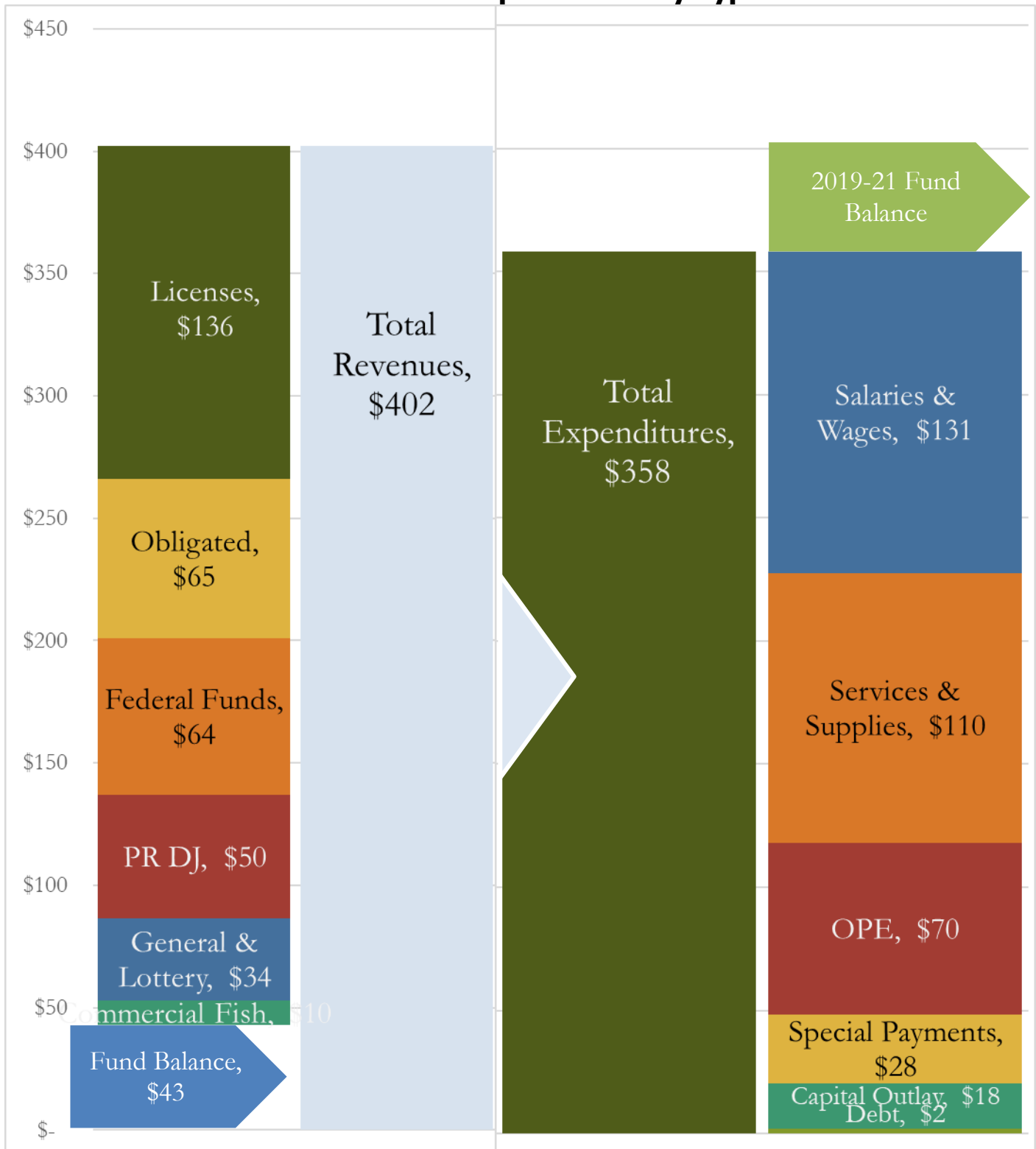


2017-19 Biennium Expectations

Revenues & Expenditures by Program



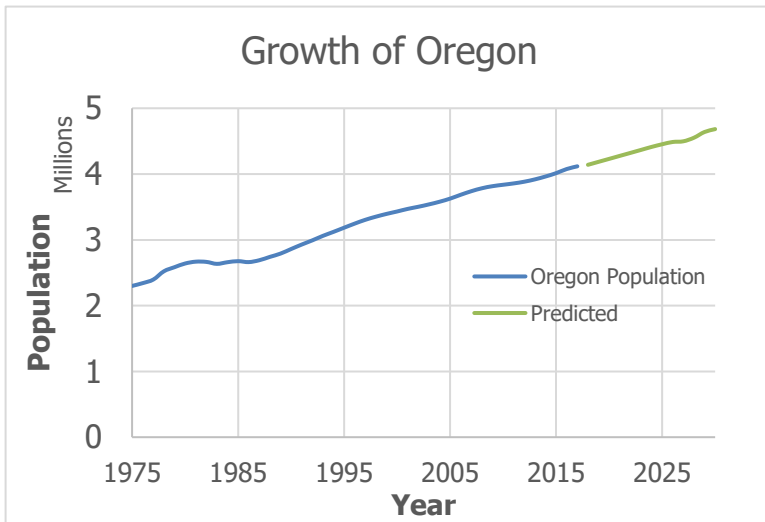
Revenue & Expenditures by Type



2017 License Sales Revenue

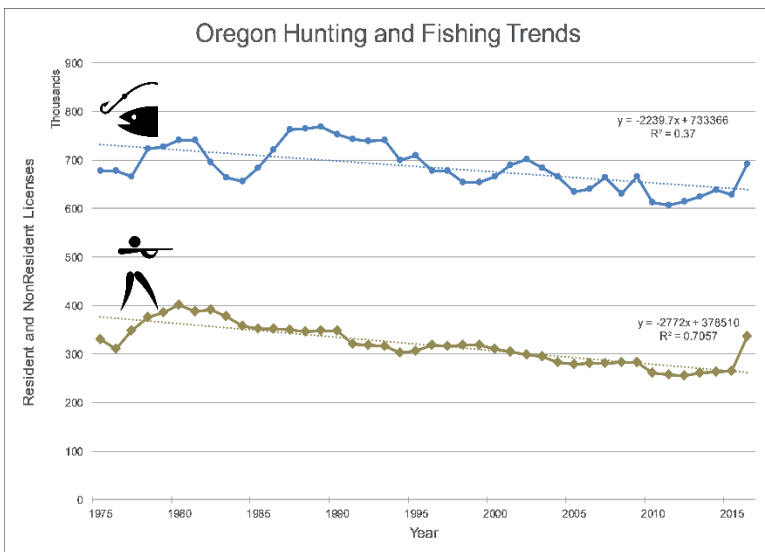
	4-Year Average, 2013-2016		2017 Licenses		% Diff 2017 vs. 2013-16	
	Volume	Revenue	Volume	Revenue	Volume	Revenue
Combination	226,509	\$ 11,189,945	218,296	\$ 11,716,272	-3.6%	4.7%
...Sports Pac	29,899	\$ 5,038,711	31,431	\$ 5,636,804	5.1%	11.9%
...Resident	77,602	\$ 4,612,044	71,974	\$ 4,604,278	-7.3%	-0.2%
...Youth Sports Pac	11,381	\$ 625,945	9,989	\$ 549,395	-12.2%	-12.2%
...Youth	46,239	\$ 462,390	45,625	\$ 456,250	-1.3%	-1.3%
...Pioneer	57,844	\$ 347,064	56,069	\$ 336,414	-3.1%	-3.1%
...Senior	3,544	\$ 103,792	3,208	\$ 133,132	-9.5%	28.3%
Fishing	701,690	\$ 21,275,415	642,039	\$ 22,056,189	-8.5%	3.7%
...Resident	256,228	\$ 8,751,968	240,367	\$ 9,051,346	-6.2%	3.4%
...Resident Combined Tag	170,474	\$ 4,818,056	137,174	\$ 4,691,195	-19.5%	-2.6%
...NonResident	16,381	\$ 1,702,589	19,455	\$ 1,915,105	18.8%	12.5%
...1-Day	94,401	\$ 1,630,044	85,170	\$ 1,607,708	-9.8%	-1.4%
...3-Day	15,654	\$ 741,943	20,592	\$ 1,020,165	31.5%	37.5%
...2-Day	21,027	\$ 677,238	21,054	\$ 718,516	0.1%	6.1%
...7-Day NonResident	10,240	\$ 649,667	9,483	\$ 706,988	-7.4%	8.8%
...Prepaid Daily	45,651	\$ 783,693	36,515	\$ 679,139	-20.0%	-13.3%
...Two-Rod	17,474	\$ 322,745	21,282	\$ 457,489	21.8%	41.7%
...NonResident Combined Tag	8,547	\$ 453,244	7,337	\$ 389,078	-14.2%	-14.2%
...1-Day Angling & Shellfish	9,286	\$ 255,365	12,036	\$ 330,990	29.6%	29.6%
...Senior	10,632	\$ 188,257	11,588	\$ 289,671	9.0%	53.9%
...Hatchery Harvest Tag	7,823	\$ 143,795	4,554	\$ 113,839	-41.8%	-20.8%
...Youth Combined Tag	17,203	\$ 131,391	15,207	\$ 76,410	-11.6%	-41.8%
...Military NonResident	669	\$ 25,422	225	\$ 8,550	-66.4%	-66.4%
Shellfish	183,681	\$ 1,719,445	161,227	\$ 1,669,038	-12.2%	-2.9%
...Resident	125,510	\$ 936,524	118,836	\$ 1,047,925	-5.3%	11.9%
...NonResident	10,407	\$ 254,440	9,834	\$ 240,431	-5.5%	-5.5%
...NonResident 3-Day	16,275	\$ 202,153	14,487	\$ 221,278	-11.0%	9.5%
...Pre-Paid Resident	24,453	\$ 182,905	17,748	\$ 156,506	-27.4%	-14.4%
...Military NonResident	7,036	\$ 143,423	322	\$ 2,898	-95.4%	-98.0%
Hunting	105,947	\$ 4,676,037	102,261	\$ 4,900,854	-3.5%	4.8%
...Resident Hunter	87,430	\$ 2,628,457	83,377	\$ 2,648,227	-4.6%	0.8%
...Nonresident Hunter	12,580	\$ 1,901,013	13,235	\$ 2,100,079	5.2%	10.5%
...3-Day Nonres. Bird License	4,017	\$ 110,529	3,390	\$ 103,400	-15.6%	-6.4%
...Resident Senior Hunter	1,162	\$ 18,104	1,272	\$ 26,078	9.4%	44.0%
...Nr Unif. Services Hunter	362	\$ 11,582	455	\$ 14,558	25.7%	25.7%
...Res Unif. Services Hunter	397	\$ 6,352	532	\$ 8,512	34.0%	34.0%

2019-21 Biennium Projections

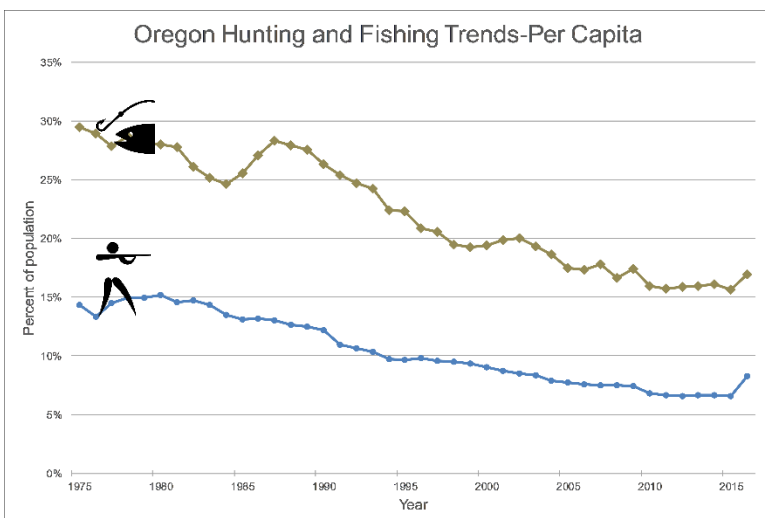


Historic License Trends

Oregon, like many states, has seen a decline in hunting and fishing participation since the record highs of decades ago. These declines are reflective of societal changes such as changing demographics, urbanization, an aging population, and a gradual dissociation from nature. There are also declines due to personal barriers such as work obligations, family obligations, loss of interest, personal health, and access to hunting and fishing opportunities. Although the expense related to participating in hunting and fishing is identified as an impediment, the cost of licensing is not a primary reason for not hunting or fishing.



Oregon's population has nearly doubled from 2.3 Million in 1975 to 4.2 Million in 2017. Nearly all of that growth has occurred in urban areas, where residents are typically more distanced from nature, both geographically and psychologically. Longer commute times, jobs with less-available vacation time, and generally higher consumption costs, each contribute to urbanites seeking out adequate substitutes for previous hunting and fishing participation.

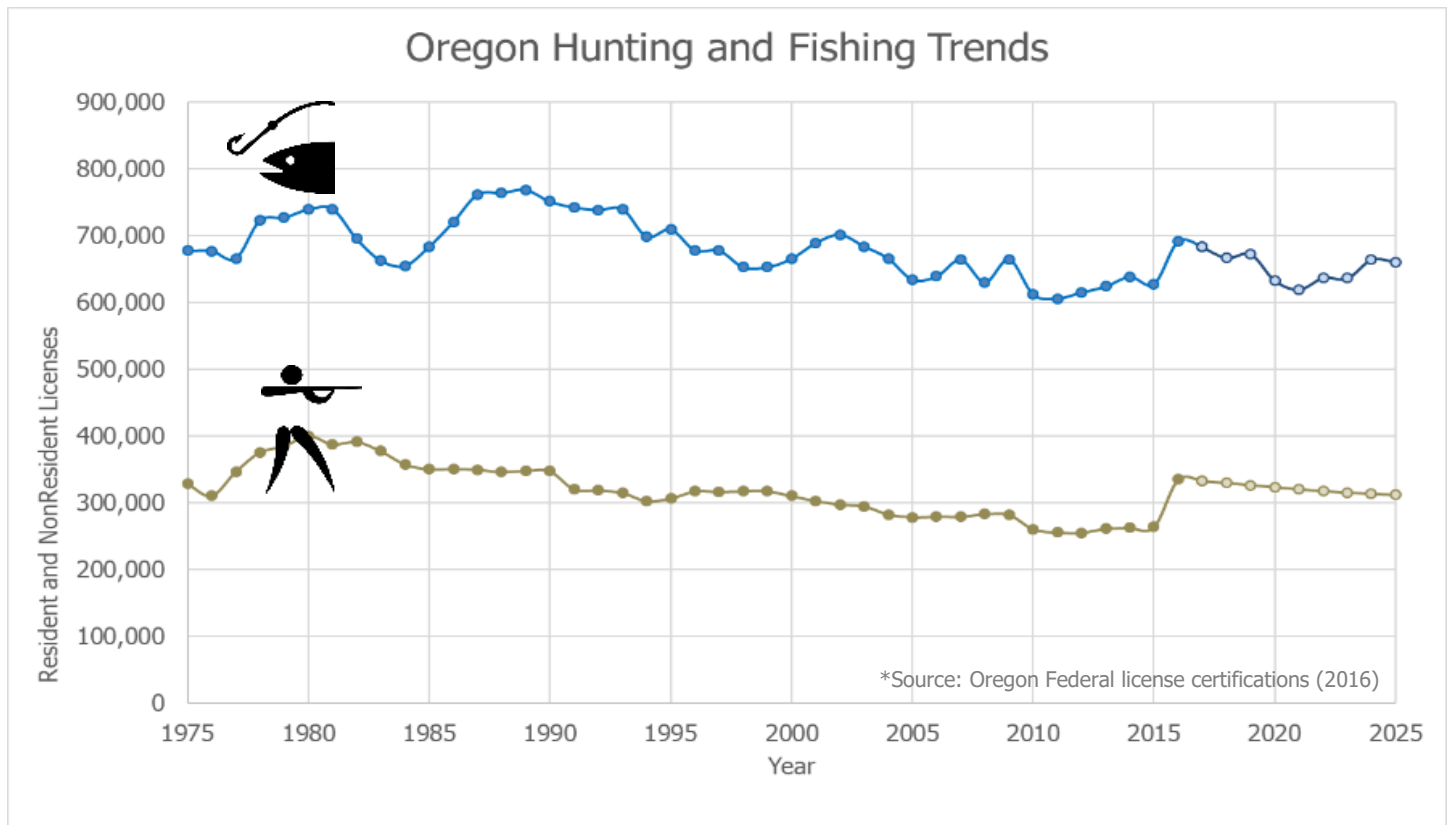


Since 1975, Oregon has lost, on average, 2,240 anglers per year and 2,772 hunters per year. This decline is even more evident on a per capita basis, exacerbated by the increase in Oregon population. In 1975, 30% of Oregonians fished and 15% hunted. Today, only 17% fish, and 8% hunt. This results in fewer Oregonians contributing to conservation through license sales and associated excise taxes on hunting and fishing equipment. Because the Department is funded by the discretionary dollars of hunters and anglers, this decline is of paramount concern to the conservation community.

* **Note:** Different scales on graphs above.
 * **Source:** USFWS certification numbers. Includes all annual, combination, Sportspac and daily licenses and Pioneer licenses purchasing related tags or permits.

Anticipated License Trends

Although many try to understand the trend in hunting and fishing as a linear trend, this does not give the full



picture of what to expect in the future with regard to hunting and fishing participation. Straight-line regressions, and even the above depiction that uses Exponential Triple Smoothing still has weaknesses in accurately forecasting hunting and fishing revenues. An improved approach to predict future hunting and fishing trends would be an Age-Period-Cohort analysis that accounts for periodicity and the conditions present during the formative years.

Age effects manifest by altered participation levels at specific ages, regardless of which year in time it is and what is occurring during that year. For example, over the last 20 years, a significant decrease consistently occurs in the early 70's, presumably because participants are physically no longer able to participate.

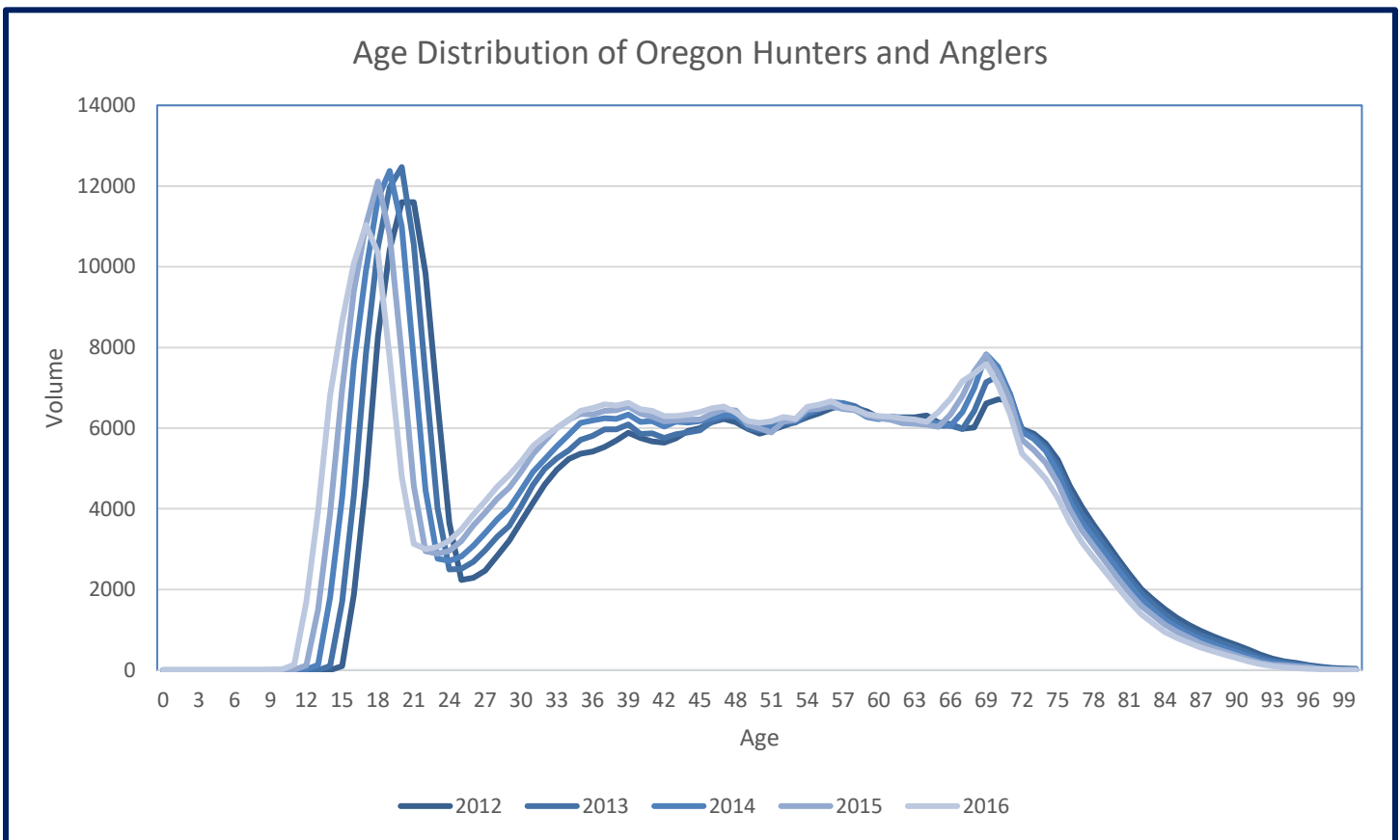
Period effects occur when a specific year in time shows a change in hunting and fishing participation across all age groups simultaneously. An example of this effect is when state agencies increase the costs of licenses or tags, resulting in lower sales volumes; affecting all ages of license buyers.

Cohort effects manifest by people of the same birth year who are consistently higher or lower in their participation. An example of this effect is that individuals born in 1975 are nearly twice as likely to go hunting as individuals born in 1985, even while holding ages constant.

Age, period, and cohort effects are difficult to analyze because at any instant in time they are perfectly linear (i.e., a person who turns 39 in 2017 will always have been born in 1978). Therefore, data analyzed across time are critical for differentiating age, period, and cohort effects.

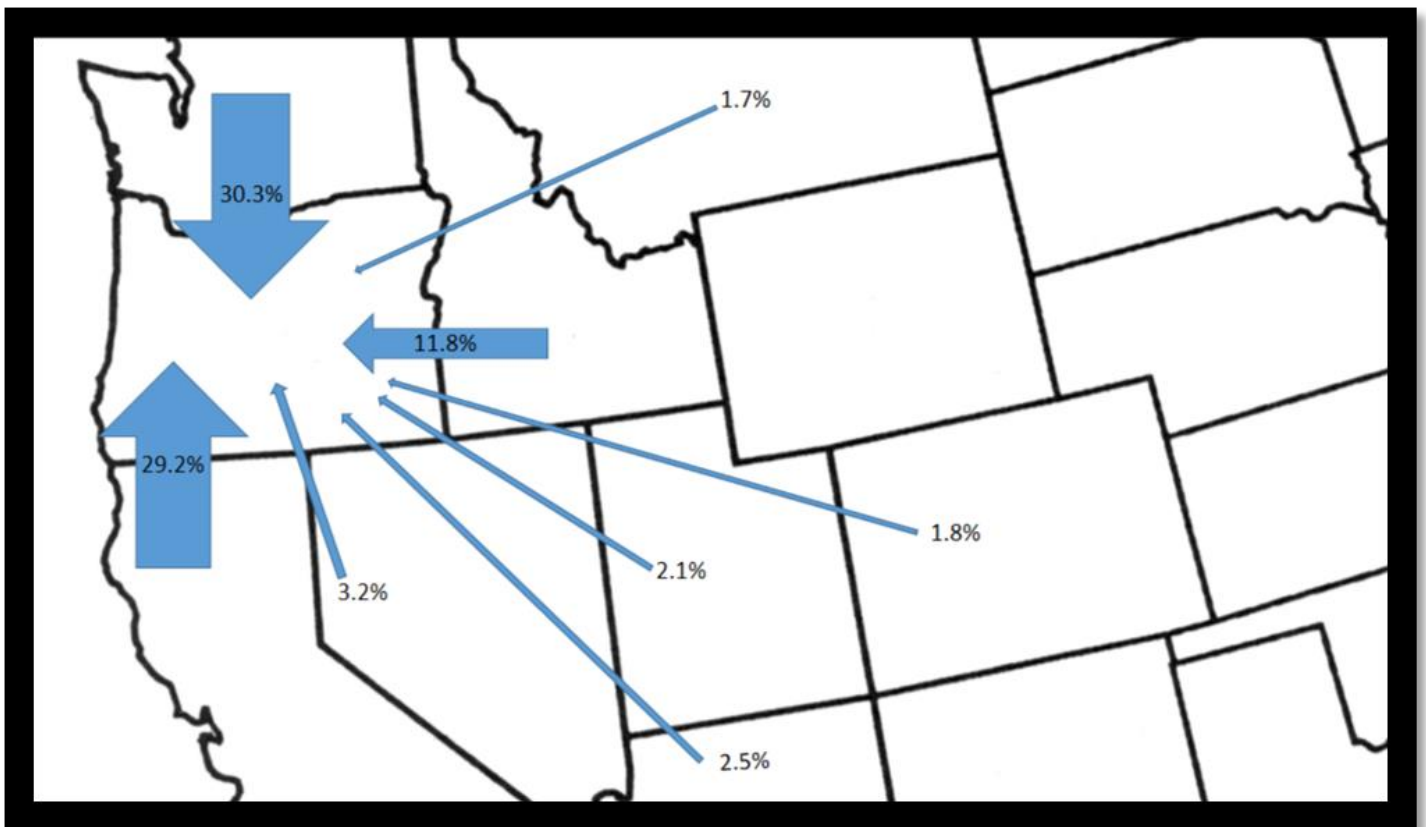
In 2014, the average age of our customer was 44.8. Today, the average age of our customer is 46.2. This data confirm what hunters and anglers have anecdotally noticed for years; the hunting and angling population is aging. For hunting and fishing, cohort effects are clearly the strongest driver in hunting and fishing participation. Individuals born near 1960 are the most likely to hunt and fish. However, this cohort that is more likely to hunt and fish is approaching the age where we start to see an attrition point (age effect) beginning in the early 70's. When this happens, the decline of hunting and fishing will increase at a faster rate than we have already seen previously.

Hunting and fishing is not a middle-aged activity. It is an activity enjoyed more by people born near 1960, who just happen to be middle-aged currently. As they age toward retirement, hunting and fishing participation will decline at an increase rate than it already is currently.



Role of the NonResident

NonResident hunters and anglers are important contributors to the fiscal health of the Department. They pay a disproportional amount to have the opportunity to hunt this great state. At times, it is tempting to raise revenue by increasing the price of the NonResident hunter and angler licenses. Occasionally this is successful, but sometimes the Department could increase revenues by lowering the cost of these licenses. This counterintuitive outcome derives from an increased volume of license sales resulting from the lower pricepoint generating more revenue. The Department’s Business Intelligence group, consisting of Fiscal Analysts, Economists, and Statisticians, are working with Division leads to explore any possibilities to lower prices of licenses, Resident and NonResident. Look forward to the results of this analysis available later this summer.



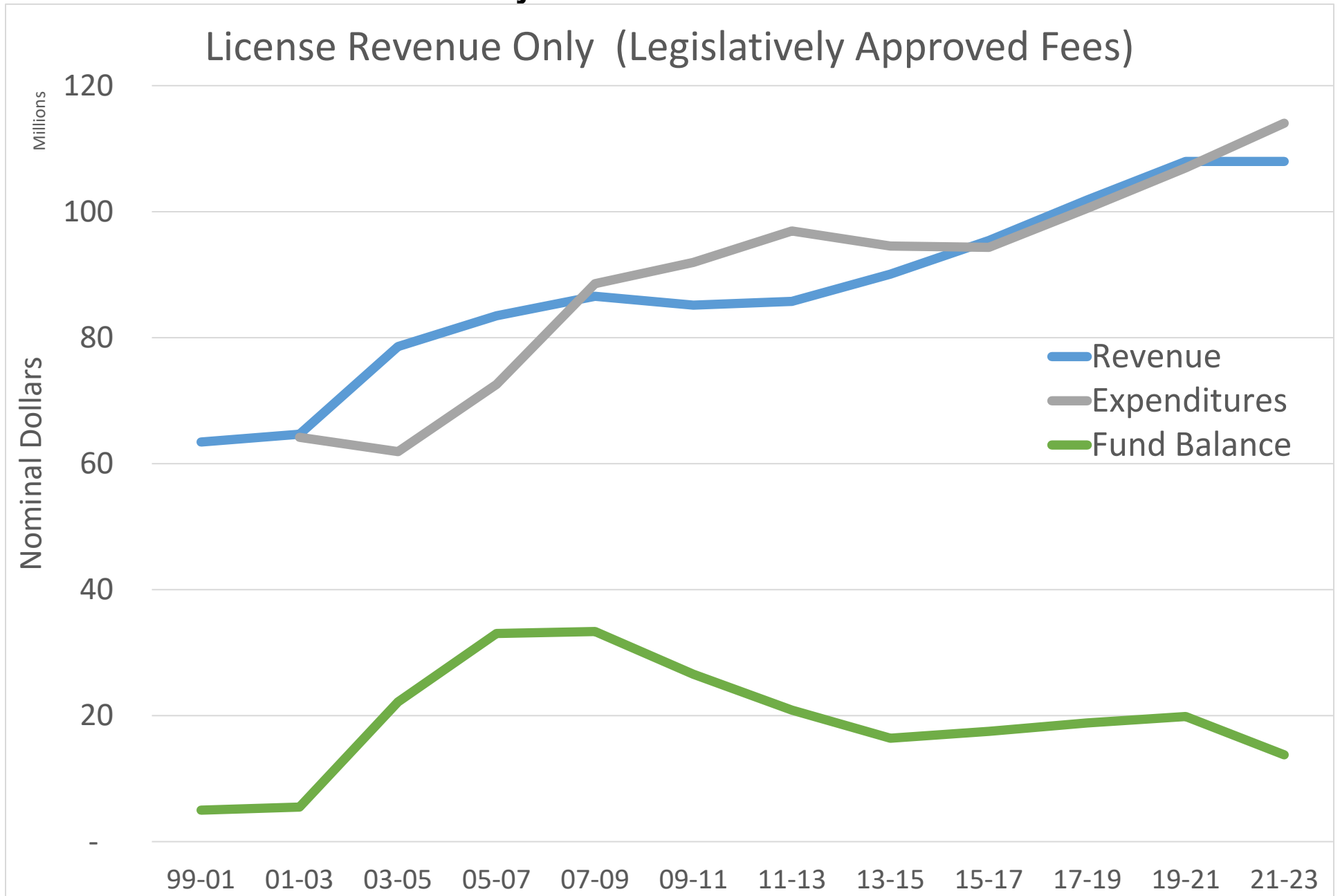
Angler and Hunter Recruitment, Retention, and Reactivation

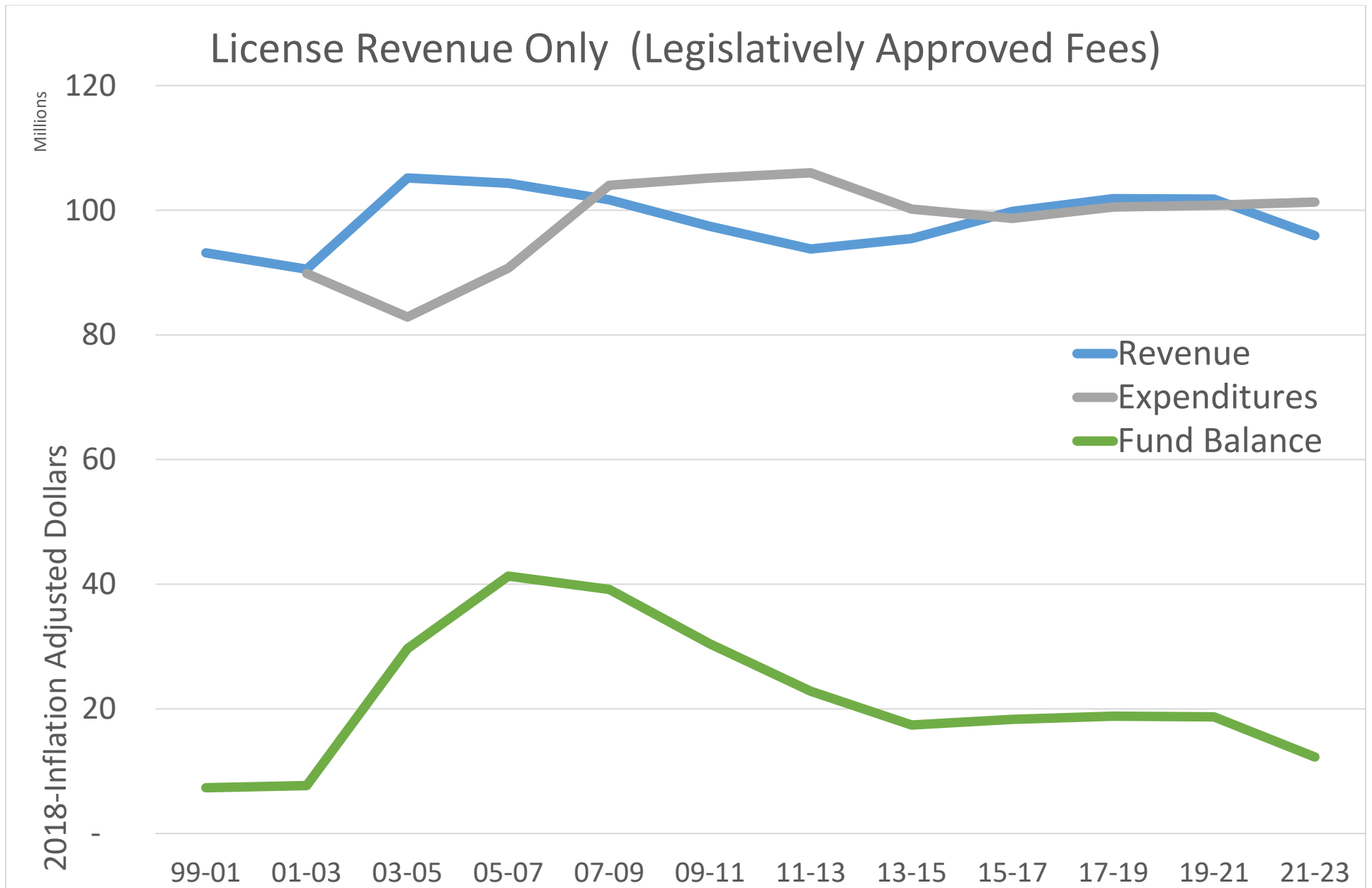
Just as there is no single reason for declining participation in fishing and hunting, there is no single action that will reverse the trend. The department is pursuing a number of strategies to recruit and retain participants and reactivate lapsed hunters and anglers. The Trout 365 campaign, the Mentored Youth Hunter Program, online Hunting Access Map, additional Hunter Education classes, Easy Angling Guide and numerous “where to” and “how to” guides and videos are intended to help increase participation. New initiatives include improving the ability to reach customers via email and social media, revising the department website to be user-friendly and accessible, expanding the offering of hands-on workshops, and reducing barriers to participation. One recent effort significantly simplified fishing regulations by eliminating or consolidating hundreds of special regulations, standardizing limits, length and gear regulations, and using “plain language” for definitions and descriptions. In addition, a new publisher reformatted the regulations to make them easier to read and developed an online version.

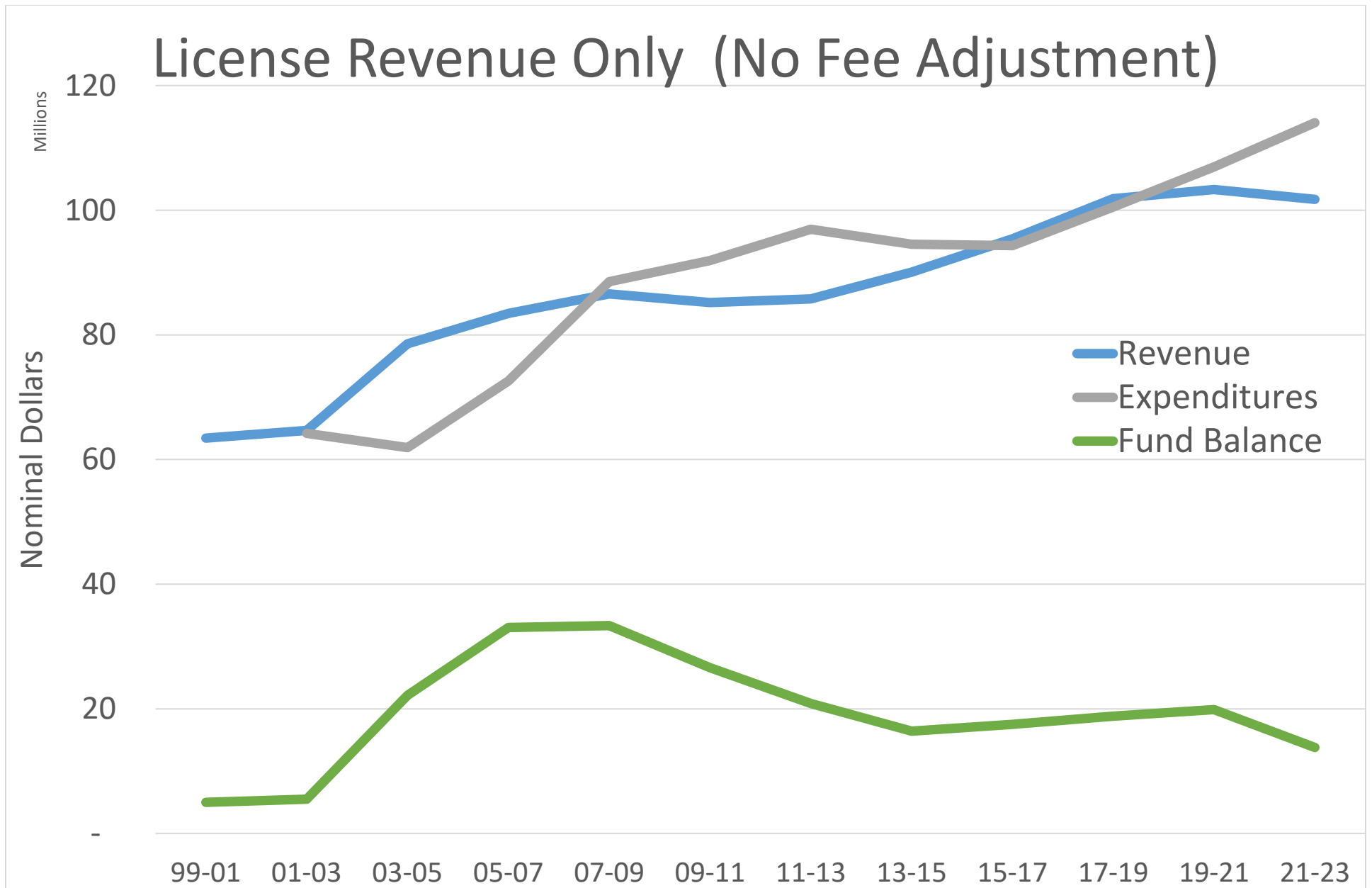


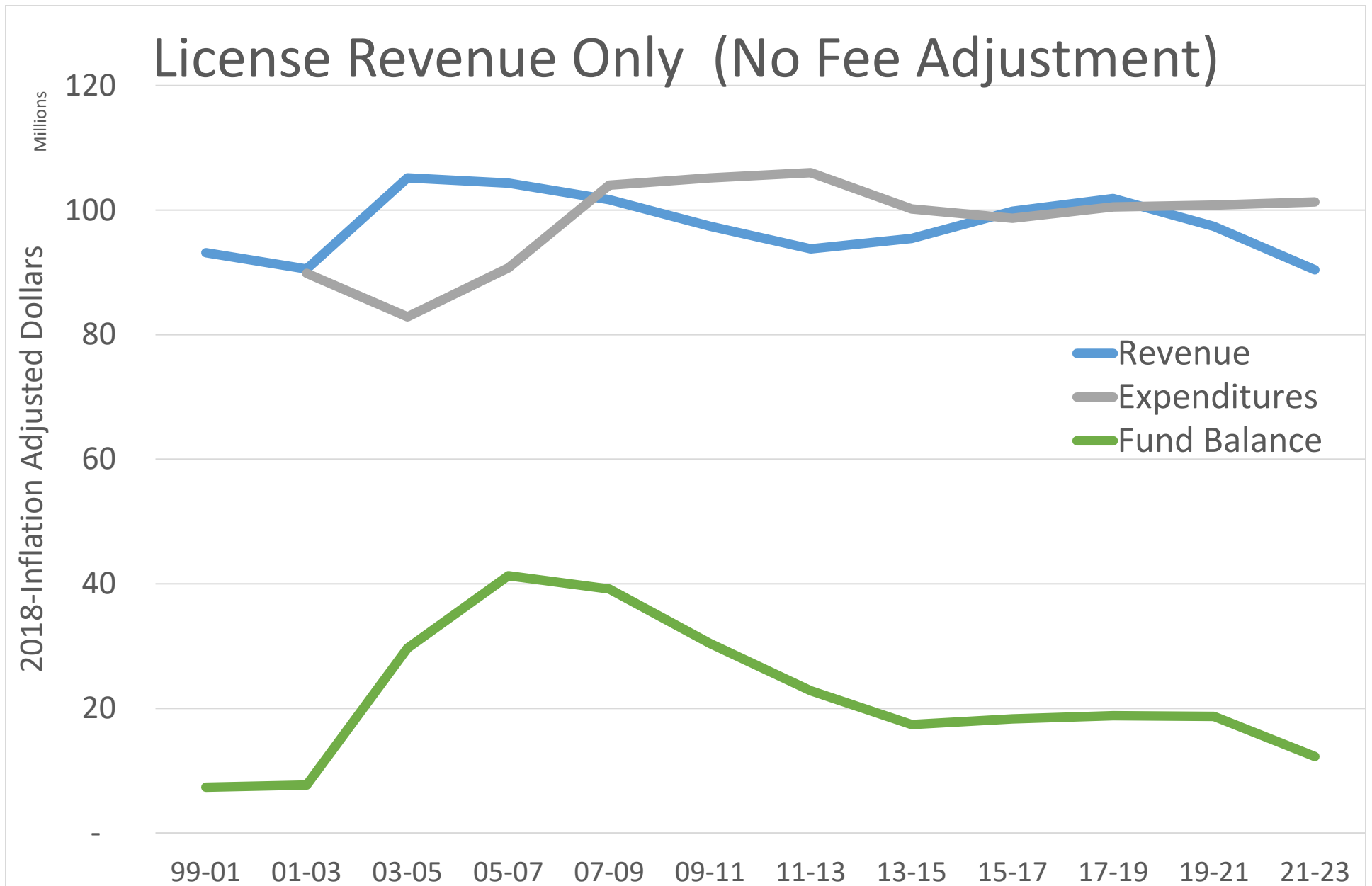
The department is also taking steps to improve hunting and fishing in Oregon. One example is the Mule Deer Initiative, started in 2010. This is a collaborative effort between ODFW, state and federal agencies, private and public landowners and volunteers to improve mule deer habitat and hunting opportunities. The department’s \$2.7-million investment in this effort has leveraged more than \$18-million on habitat improvement projects on nearly 270,000 acres of public and private land in central and eastern Oregon. Removal of juniper raises the water table and opens space for forage and cover for deer, songbirds, mammals and many other species. Crews and volunteers have restored aspen stands, controlled invasive species, reseeded burned areas, fenced riparian areas and many other projects. Since much of this work is done on private land, it also benefits livestock, landowners and rural economies as well as songbirds and other wildlife.

Projected Revenues Scenarios









2019-21 Initial Policy Option Packages

POP Type	POP Title	Division	Program	Fund Type	POP Amount	Positions	FTE
Continuation	OregonBuys System Implementation	ASD	Procurement	OF – License Obl.	\$340,148	0	0
Continuation	Klamath Anadromous Fish Reintroduction Plan	East Region	Klamath Watershed	OF-Obligated	\$252,000	1	1
Continuation	Habitat Assessment Tools for Oregon Coast	Fish	C&R\REDD	OF (NOAA thru OWEB)	\$215,000	1.0	1.00
Continuation	Culverts Fish Passage	Fish	Screens and Passage	OF-Obligated (ODOT)	\$4,467,217	1	1
Continuation	Aquatic Invasive Species Program	Wildlife	Conservation	FF	\$200,000	0	0
Continuation	OCS Farm Bill Biologists (Wildlife)	Wildlife	Conservation	LF/FF (20%/80%)	\$712,500	3	3
Continuation	OCS Farm Bill Biologists (Fish)	Fish	Inland Fisheries	LF/FF (20%/80%)	\$302,580	1	1
Continuation	Voluntary Access & Habitat Incentive Program	Wildlife	Game	FF	\$750,000	0	0
Continuation	PR apportionment increase	Wildlife	Game	OF-Lic/FF (25%/75%)	\$4,000,000	0	0
Continuation	Public Affairs Specialist 2	I&E	Information Services	OF, FF	\$0	1	1
Continuation	ISD ISS6 App/Dev positions	ISD	Application Development	OF	\$0	2	2
Continuation	Deferred Maintenance - 2	Fish	Major Construction	OF-Obligated	\$10,000,000	4	4
Continuation	Portland Harbor NRDA Support	Fish	Water	OF-Portland Harbor	\$0	1	0.88
New	Pacific Connector Gas Pipeline Liaison	West Region	Umpqua Watershed	OF	\$300,000	1	1
New	Klamath Anadromous Reintroduction RM&E	East Region	Klamath Watershed	GF	1,290,000	7	4.93
New	Klamath Reintroduction Capital Construction	East Region	Klamath Watershed	LF-Bonds	1,350,000	0	0
New	Leaburg Hatchery O&M, Fish ID, and Fish Health	Fish	Propagation	GF	\$1,421,690	7	5.5
New	Western Oregon Stream Restoration	Fish	West Region	GF	\$529,319	3	3
New	Integrated Water Resources Strategy	Fish	Water	GF	\$458,813	3	3
New	Real property Manager	MRD	Property	GF	\$196,069	1	1
New	Marine Harmful Algal Bloom Monitoring	Fish	Marine	GF	\$365,118	3	2
New	Nearshore Fishery Independent Surveys	Fish	Marine	GF	\$1,835,596	6	6
New	Willamette Sealion Predation	Fish	Marine	GF	\$429,131	2	2
New	Additional Wolf Plan Implementation	Wildlife	Game	GF	\$1,175,000	5	5
New	Oregon Conservation Strategy Implementation	Wildlife	Conservation	GF	\$1,000,000	3	3
New	Habitat Mitigation Program Development	Wildlife	Habitat	75% FF-PR and 25% OF PTP Projects	\$280,000	1	1
Reorg	Align Avian Predation	Fish	Marine	GF, FF	n/a	n/a	n/a
Reorg	Align Marine Mammal	Fish	Marine	FF	n/a	n/a	n/a
totals					31,870,181	57	52.31

APPENDIX A: Fee Schedules**Recreational License Fees**

(Effective January 2016)

Oregon Department of Fish and Wildlife Recreational License Fee Schedule (FINAL)								
	Resident				Nonresident			
Prices shown include all vendor fees, including new OHRC surcharge. New fees take effect on Jan. 1 of 2016, 2018, and 2020.	Previous	2016	2018	2020	Previous	2016	2018	2020
YOUTH LICENSES (ages 12-17)								
JUVENILE SPORTS PAC	\$55.00	\$55.00	\$55.00	\$55.00	-	-	-	-
YOUTH LICENSE*	Various	\$10.00	\$10.00	\$10.00	Various	\$10.00	\$10.00	\$10.00
YOUTH COMBINED ANGLING TAG	\$8.50	\$5.00	\$5.00	\$5.00	\$8.50	\$5.00	\$5.00	\$5.00
YOUTH UPLAND BIRD STAMP	\$8.50	\$4.00	\$4.00	\$4.00	\$38.50	\$4.00	\$4.00	\$4.00
YOUTH WATERFOWL STAMP	\$11.50	\$4.00	\$4.00	\$4.00	\$38.50	\$4.00	\$4.00	\$4.00
RES. JUVENILE TURKEY TAGS	\$10.50	\$10.50	\$10.50	\$10.50	\$10.50	\$10.50	\$10.50	\$10.50
*Permits fishing, hunting, & shellfishing and includes Columbia River Basin Endorsement. Replaces all other juvenile licenses, resident or nonresident, except for Juvenile SportsPac.								
HUNTING LICENSES								
ANNUAL HUNTER	\$29.50	\$32.00	\$33.50	\$34.50	\$148.50	\$160.50	\$167.00	\$172.00
RESIDENT SENIOR HUNTER	\$13.75	\$20.50	\$21.50	\$22.00	-	-	-	-
RES UNIFORM SERVICES HUNTER	\$29.50	\$16.00	\$17.00	\$17.00	-	-	-	-
3-DAY NR BIRD LICENSE	-	-	-	-	\$26.50	\$30.50	\$31.50	\$32.50
HUNTING TAGS/VALIDATIONS								
DEER	\$24.50	\$26.50	\$27.50	\$28.50	\$383.50	\$414.00	\$430.50	\$443.50
ELK	\$42.50	\$46.00	\$48.00	\$49.50	\$508.50	\$549.00	\$571.00	\$588.00
SPECIAL ELK (DV/Pioneer)	\$22.25	\$24.00	\$25.00	\$26.00	-	-	-	-
BEAR TAG	\$14.50	\$15.50	\$16.00	\$16.50	\$190.50	\$15.50	\$16.00	\$16.50
TURKEY TAG	\$22.50	\$24.50	\$25.50	\$26.50	\$77.50	\$84.00	\$87.50	\$90.00
ANTELOPE	\$44.50	\$48.00	\$50.00	\$51.50	\$341.50	\$369.00	\$384.00	\$395.50
BIGHORN SHEEP	\$122.50	\$132.50	\$138.00	\$142.00	\$1,308.50	\$1,413.00	\$1,469.50	\$1,513.50
COUGAR	\$14.50	\$15.50	\$16.00	\$16.50	\$14.50	\$15.50	\$16.00	\$16.50
MTN GOAT	\$122.50	\$132.50	\$138.00	\$142.00	\$1,308.50	\$1,413.00	\$1,469.50	\$1,513.50
PHEASANT TAG	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00
UPLAND BIRD STAMP	\$8.50	\$9.00	\$9.50	\$10.00	-	-	-	-
WATERFOWL STAMP	\$11.50	\$12.50	\$13.00	\$13.50	-	-	-	-
NR BIRD HUNTER STAMP	-	-	-	-	\$38.50	\$41.50	\$43.00	\$44.50
FISHING LICENSES/TAGS								
ANNUAL ANGLER	\$33.00	\$38.00	\$41.00	\$44.00	\$106.25	\$97.50	\$103.50	\$110.50
RES SENIOR ANGLER	\$15.00	\$25.00	\$27.00	\$29.00	-	-	-	-
ONE-DAY	\$16.75	\$19.00	\$21.00	\$23.00	\$16.75	\$19.00	\$21.00	\$23.00
TWO-DAY	\$31.50	\$34.50	\$38.00	\$42.00	\$31.50	\$34.50	\$38.00	\$42.00
THREE-DAY	\$46.25	\$50.50	\$54.50	\$59.50	\$46.25	\$50.50	\$54.50	\$59.50
NR 7-DAY	-	-	-	-	\$59.75	\$76.50	\$84.50	\$93.50
ADULT COMBINED TAG	\$26.50	\$35.00	\$40.50	\$46.00	n/a*	\$55.00	\$60.50	\$66.00
HATCHERY HARVEST TAG	\$16.50	\$25.00	\$28.50	\$33.00	\$16.50	\$25.00	\$28.50	\$33.00
TWO-ROD ANGLER	\$17.00	\$21.50	\$24.50	\$28.00	\$17.00	\$21.50	\$24.50	\$28.00
COL RIV BASIN ENDORSEMENT^	\$9.75	\$9.75	\$9.75	\$9.75	\$9.75	\$9.75	\$9.75	\$9.75

*New requirement. Previously purchased Adult Combined Tag at resident rate.

^When Columbia River Basin Endorsement is purchased separately, its price is \$11.75 (includes \$2 vendor fee).

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Oregon Department of Fish and Wildlife Recreational License Fee Schedule (FINAL)								
	Resident				Nonresident			
Prices shown include all vendor fees, including new OHRC surcharge. New fees take effect on Jan. 1 of 2016, 2018, and 2020.	Previous	2016	2018	2020	Previous	2016	2018	2020
SHELLFISH LICENSES								
RES. ANNUAL SHELLFISH	\$7.00	\$9.00	\$10.00	\$10.00	\$20.50	\$26.00	\$28.00	\$28.00
NR 3-DAY SHELLFISH	-	-	-	-	\$11.50	\$17.00	\$19.00	\$19.00
COMBINATION LICENSES								
SPORTS PAC	\$164.75	\$180.00	\$188.50	\$196.50	-	-	-	-
COMBINATION	\$58.00	\$65.00	\$69.00	\$73.00	-	-	-	-
SENIOR COMBINATION	\$25.50	\$41.50	\$44.50	\$47.50	-	-	-	-
NEW LICENSE CONCEPTS								
ONE-DAY ANGLING & SHELLFISH	n/a	\$27.50	\$30.50	\$32.50	n/a	\$27.50	\$30.50	\$32.50
PREMIER HUNT SERIES - APPs	n/a	\$8.00	\$8.00	\$8.00	n/a	\$8.00	\$8.00	\$8.00
PIONEER COMBINATION LICENSE	n/a	\$6.00	\$6.00	\$6.00	-	-	-	-
UNIQUE FISHING OPP. RAFFLE	n/a	\$8.00	\$8.00	\$8.00	n/a	\$8.00	\$8.00	\$8.00

Commercial Fishing Fees (Effective January 2016)

Oregon Department of Fish and Wildlife Commercial Fishing Fee Schedule (FINAL)

Ad Valorem Rates

	Previous	2016
SALMON	3.15%	3.15%
CRAB	2.25%	2.35%
SHRIMP	2.25%	2.40%
ALBACORE	1.09%	1.09%
SARDINE	2.25%	2.25%
SABLEFISH	2.25%	2.40%
SOLE/FLOUNDER	2.25%	2.25%
GROUND FISH, MISC	2.25%	2.25%
NEARSHORE SPECIES	5.00%	5.00%
WHITING	2.25%	2.30%
OTHER	2.25%	2.30%

Commercial Fishing License & Permit Fees

	Resident		Nonresident	
	Previous	2016	Previous	2016
FISHING	\$82	\$102	\$132	\$152
CREW	\$127	\$127	\$177	\$177
JUVENILE	\$32	\$32	\$132	\$152
BAIT FISHING	\$102	\$127	\$102	\$177
TUNA LICENSED	\$22	\$27	\$22	\$27
TUNA UNLICENSED	\$127	\$252	\$127	\$302
BOAT, Vessels < 50 ft	\$327	\$352	\$377	\$402
BOAT, Vessels > 50 ft	-	\$402	-	\$452
SHRIMP	\$127	\$202	\$177	\$252
TROLL, SALMON	\$102	\$127	\$152	\$177
GILLNET, SALMON	\$102	\$127	\$152	\$177
SCALLOP	\$127	\$127	\$177	\$177
HERRING	\$127	\$127	\$127	\$177
CRAB	\$127	\$202	\$177	\$252
URCHIN	\$102	\$127	\$152	\$177
BLACK/BLUE	\$102	\$127	\$102	\$177
NEARSHORE	\$102	\$127	\$102	\$177
CLAM, COASTWIDE	\$102	\$127	\$102	\$177
CLAM, SOUTH COAST	\$102	\$127	\$102	\$177
SARDINE	\$102	\$127	\$102	\$177
SHELLFISH HARVESTER	\$42	\$127	\$42	\$177
SINGLE DELIVERY	\$127	\$127	\$127	\$177
WHOLESALE DEALER	\$452	\$502	na	na
FISH CANNER	\$452	\$502	na	na
SHELLFISH CANNER	\$452	\$502	na	na
BAIT DEALER	\$102	\$127	na	na
SELLER LIMITED	\$42	\$102	\$42	\$152
BUYER	\$252	\$277	na	na

Occupational and Miscellaneous Fees (Effective January 2016)

Oregon Department of Fish and Wildlife Proposed Occupational & Miscellaneous License Fee Schedule (FINAL)				
Prices shown include all vendor fees. New fees take effect on Jan. 1 of 2016, 2018, or 2020.	Previous	2016 Fee	2018 Fee	2020 Fee
DUPLICATE LICENSE/TAG	\$17.00	\$25.50	\$25.50	\$25.50
WILDLIFE AREA PKING - DAY	\$7.00	\$10.00	\$10.00	\$10.00
WILDLIFE AREA PKING - ANNUAL	\$22.00	\$30.00	\$30.00	\$30.00
GUIDE/OUTFITTER CH APPLICATION	\$8.00	\$30.00	\$31.00	\$32.00
GUIDE TAGS -- DEER	\$497.25	\$537.00	\$558.00	\$575.00
GUIDE TAGS -- ELK	\$733.75	\$792.00	\$824.00	\$848.00
RES HUNT/TRAP FURBEARERS	\$47.00	\$51.00	\$53.00	\$54.50
NR HUNT/TRAP FURBEARERS	\$352.00	\$380.00	\$395.00	\$407.00
JUV HUNT/TRAP FURBEARERS	\$17.00	\$17.00	\$17.00	\$17.00
RES HUNT FURBEARERS	\$22.00	\$24.00	\$25.00	\$26.00
BOBCAT RECORD CARD	\$22.00	\$35.00	\$36.50	\$37.50
OTTER RECORD CARD	\$17.00	\$35.00	\$36.50	\$37.50
FURDEALER LIC	\$52.00	\$104.00	\$108.00	\$111.00
TAXIDERMIST LIC	\$52.00	\$104.00	\$108.00	\$111.00
HIDE/ANTLER DEALER PERMIT	\$17.00	\$34.00	\$35.50	\$36.50
CERVID PROP - I	\$27.00	\$60.00	\$62.50	\$64.50
CERVID PROP - II	\$27.00	\$60.00	\$62.50	\$64.50
WILDLIFE PROPAGATION LICENSE	\$27.00	\$54.00	\$56.00	\$58.00
LOP REGISTRATION	\$30.00	\$32.00	\$33.50	\$35.00
LOP TAG REDISTRIBUTION	\$15.00	\$16.00	\$16.50	\$17.00
PRIVATE HUNTING PRESERVE LICENSE	\$202.00	\$216.00	\$225.00	\$232.00
PRIVATE HUNTING PRESERVE - RES	\$6.00	\$6.00	\$6.50	\$6.50
PRIVATE HUNTING PRESERVE - NR	\$12.00	\$13.00	\$13.50	\$14.00
WILD BIRD SEAL (HUNT PRESERVE)	\$15.00	\$16.00	\$16.50	\$17.00
FALCONRY - 3-YR LICENSE	\$127.00	\$137.00	\$142.50	\$147.00
FALCONRY - CAPTURE PERMIT	\$17.00	\$25.00	\$26.00	\$27.00
COMPETITIVE HUNTING DOG PERMIT	\$0.00	\$28.00	\$29.00	\$30.00
GAMEBIRD RELEASE PERMIT	\$0.00	\$0.00	\$0.00	\$0.00
OUTDOOR CLUB PERMIT	\$100.00	\$100.00	\$100.00	\$100.00
WL SCIENTIFIC TAKE PERMIT - K-12	\$17.00	\$0.00	\$0.00	\$0.00
WL SCIENTIFIC TAKE PERMIT - Other	\$102.00	\$108.00	\$114.50	\$121.50
WILDLIFE SITE INSPECTION FEE	-	\$150.00	\$156.00	\$160.00
FISH PROPAGATION LICENSE	\$127.00	\$135.00	\$143.00	\$151.50
STURGEON PROPAGATION PERMIT	\$3,000.00	\$3,180.00	\$3,371.00	\$3,573.00
FISH TRANSPORT PERMIT	\$12.00	\$40.00	\$42.50	\$45.00
FISH SCIENTIFIC TAKE PERMIT - K-12	\$17.00	\$0.00	\$0.00	\$0.00
FISH SCIENTIFIC TAKE PERMIT - Other	\$102.00	\$108.00	\$114.50	\$121.50
GAME FISH TOURNAMENT PERMIT	\$0.00	\$108.00	\$114.50	\$121.50
GRASS CARP STOCKING PERMIT	\$100.00	\$252.00	\$252.00	\$252.00

APPENDIX B: Applicable Statutes and Policies

Numerous state and federal statutes, regulations, rules and policies are related to wildlife management and govern department activities. Examples include federal and state endangered species acts, statutes related to land use, land management, water quality, water quantity, and many other issues. Some of these statutes or regulations require specific actions by the department. Others are merely advisory.

Policies related to specific funding sources also affect department activities. For example, federal Wildlife and Sport Fish Restoration program funds must be used for fish and wildlife management activities and may not be used for enforcement, marketing or other specified activities. The Wildlife and Sport Fish Restoration program funds require a 25-percent match through license dollars or other non-federal sources, putting additional demands on license revenue. Other restrictions or limitations on use of funds may be outlined in contracts, grants or other legally binding agreements.

Several other factors also affect department activities, including the Legislatively Approved Budget (LAB) which appropriates funds to specific program and activities; collective bargaining agreements; court cases; and state and federal statutes and Executive Orders.

Food Fish Management Policy: Food fish shall be managed to provide the optimum economic, commercial, recreational and aesthetic benefits for present and future generations of the citizens of this state. (Oregon Revised Statutes 506.109)

Oregon Wildlife Policy: Wildlife shall be managed to prevent serious depletion of any indigenous species and to provide the optimum recreational and aesthetic benefits for present and future generations of the citizens of this state. (Oregon Revised Statutes 496.012)

Statutory References for Dedicated or Obligated Funds

Access and Habitat Subaccount - ORS 496.303 (8)

The Access and Habitat Board Subaccount is established in the Fish and Wildlife Account. The subaccount shall consist of moneys transferred to the subaccount pursuant to ORS 496.242. Moneys in the subaccount may be used for the purposes specified in ORS 496.242.

For the purpose of funding the program, revenues from sales of deer and elk auction and raffle tags also are included. These tags are authorized in the sections of law pertaining to the landowner preference program.

Antelope Subaccount - ORS 496.303 (11)

(a) The Antelope Subaccount is established in the Fish and Wildlife Account, consisting of moneys collected under ORS 497.112 (2)(a) to (c).

(b) All moneys in the subaccount shall be used for the propagation and conservation of antelope, for research, development, management, enhancement and sale or exchange of antelope habitat and for programs within the state that in the discretion of the commission most directly benefit antelope resources of this state.

Black Rockfish, Blue Rockfish and Nearshore Species Research Account - ORS 508.951

(1) There is established a Black Rockfish, Blue Rockfish and Nearshore Species Research Account in the State Treasury, separate and distinct from the General Fund. Interest on moneys in the account shall be credited to the account.

(2) The account shall consist of moneys deposited into the account by the State Department of Fish and Wildlife from fees collected for the value of black rockfish, blue rockfish or nearshore fish at the point of landing pursuant to ORS 508.505 (1)(b) and black rockfish and blue rockfish vessel permit fees and late fees collected under ORS 508.947 and 508.949. The moneys in the account are continuously appropriated to the State Department of Fish and Wildlife for gathering and analyzing data and conducting research on the black rockfish and blue rockfish fishery and the nearshore species fishery.

Commercial Fisheries Fund - ORS 508.326 (1)

The Commercial Fisheries Fund is created in the State Treasury, separate and distinct from the General Fund. Except as provided in ORS 506.690, all moneys in the Commercial Fisheries Fund are appropriated continuously to the State Fish and Wildlife Commission for the administration and enforcement of the commercial fishing laws and for the management, propagation, research, habitat improvement and other activities that protect, maintain or enhance the food fish resource of this state. Interest earned on moneys in the fund shall be credited to the fund.

Columbia River Fisheries Transition Fund - SB 830, Oregon Laws 2013

In 2013, the Oregon Legislature established the Columbia River Fisheries Transition Fund. This fund is established in the State Treasury, separate and distinct from the General Fund. Interest earned by the Columbia River Fisheries Transition Fund is credited to the fund. Moneys in the fund are continuously appropriated to the State Fish and Wildlife Commission to provide compensation for economic harm resulting from fishing restrictions related to Columbia River fish management or to offset the cost of fishing equipment required as a result of gear changes caused by restrictions.

Columbia River Fisheries Enhancement Fund - SB 830, Oregon Laws 2013

In 2013, the Oregon Legislature established the Columbia River Fisheries Enhancement Fund. This fund is established in the State Treasury, separate and distinct from the General Fund. Interest earned by the Columbia River Fisheries Enhancement Fund is credited to the fund. Moneys in the fund are continuously appropriated to the State Fish and Wildlife Commission to implement measures that enhance fisheries, optimize the economic benefits of fisheries and advance native fish conservation related to Columbia River fish management and reform adopted by rule of the commission. The fund consists of fees collected by the commission under ORS 496.146 (23). ORS 496.146 (23) establishes annual and daily fees for recreational angling for salmon, steelhead and sturgeon in the Columbia Basin. This endorsement is \$9.75 per annual license and \$1 per day per daily license. The endorsement is in addition to, and not in lieu of, angling licenses and tags required under the wildlife laws. Amounts collected as fees under this subsection must be deposited in the Columbia River Fisheries Enhancement Fund.

Developmental Fisheries Subaccount - ORS 508.326 (2)

Except as provided in ORS 508.949, all moneys collected pursuant to ORS 508.505 to 508.550 for fish species taken pursuant to developmental fishery activities referred to in ORS 506.460 shall be credited to a separate account in the Commercial Fisheries Fund. Notwithstanding subsection (1) of this section or ORS 506.306, 25 percent of such moneys shall be expended for general fish management purposes and 75 percent of such moneys shall be expended to pay the expenses of developmental fishery activities pursuant to ORS 506.460.

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Fish Endowment Account (Hatchery Maintenance) - ORS 496.303 (3)

The Fish Endowment Subaccount is established in the Fish and Wildlife Account. The subaccount shall consist of transfers of moneys authorized by the Legislative Assembly from the State Wildlife Fund and gifts and grants of moneys from whatever source for the purpose of paying the expense of maintaining fish hatcheries operated by the department.

Fish Screening Subaccount - ORS 496.303 (2)

(2)(a) The Fish Screening Subaccount is established in the Fish and Wildlife Account. The subaccount shall consist of:

- (A) All penalties recovered under ORS 536.900 to 536.920.
- (B) All moneys received pursuant to ORS 498.306.
- (C) All gifts, grants and other moneys from whatever source that may be used to carry out the provisions of ORS 498.306, 498.311 and 509.615.
- (D) All moneys received from the surcharge on angling licenses imposed by ORS 497.124.

Halibut Research Account - ORS 496.303 (5)

The Halibut Research Subaccount is established in the Fish and Wildlife Account. Based on the annual number of recreational halibut anglers, a portion of the moneys derived from the sale of the salmon, steelhead trout, sturgeon and halibut tag pursuant to ORS 497.121 shall be credited to the subaccount. Moneys in the subaccount may be expended only for halibut population studies and other research.

Oregon Fish and Wildlife Hydroelectric Fund - ORS 496.835

(1) There is created within the State Treasury a revolving fund known as the Oregon Fish and Wildlife Hydroelectric Fund, separate and distinct from the General Fund. The moneys in this fund are continuously appropriated for use by the State Department of Fish and Wildlife in its activities related to hydroelectric projects including payment of necessary administrative expenses.

(2) The fund created by subsection (1) of this section shall consist of all moneys received under sections 4 and 5, chapter 674, Oregon Laws 1985, ORS 496.820 and 496.825 and moneys transferred from the Water Resources Department Hydroelectric Fund as provided in ORS 536.015.

(3) Moneys in the fund may be invested as provided in ORS 293.701 to 293.820. Interest from any source derived from the investment of the moneys of the fund shall be credited to the fund.

Marine Shellfish Subaccount - ORS 496.303 (9)

The Marine Shellfish Subaccount is established in the Fish and Wildlife Account. Interest earnings on moneys in the subaccount shall be credited to the subaccount. All moneys received by the commission from the sale of resident and nonresident shellfish licenses pursuant to ORS 497.121 shall be deposited in the subaccount. Moneys in the subaccount shall be used for the protection and enhancement of shellfish for recreational purposes, including shellfish sanitation costs and the cost of enforcement of wildlife laws pertaining to the taking of shellfish. The State Fish and Wildlife Director, or a designee, the Director of Agriculture, or a designee, and the Superintendent of State Police, or a designee, shall jointly make a recommendation to the Governor for inclusion in the Governor's budget beginning July 1 of each odd-numbered year.

Migratory Waterfowl Subaccount - ORS 496.303 (4)

The Migratory Waterfowl Subaccount is established in the Fish and Wildlife Account. All moneys received by the commission from the sale of art works and prints related to the migratory waterfowl stamp shall be deposited in the subaccount. Moneys in the subaccount may be expended only for

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activities that promote the propagation, conservation and recreational uses of migratory waterfowl and for activities related to the design, production, issuance and arrangements for sale of the migratory waterfowl stamps and related art works and prints. Expenditures of moneys in the subaccount may be made within this state, in other states or in foreign countries, in such amounts as the commission determines appropriate. Expenditures in other states and foreign countries shall be on such terms and conditions as the commission determines will benefit most directly the migratory waterfowl resources of this state.

Mountain Goat Subaccount - ORS 496.303 (12)

(a) The Mountain Goat Subaccount is established in the Fish and Wildlife Account, consisting of moneys collected under ORS 497.112 (2)(a) to (c).

(b) All moneys in the subaccount shall be used for the propagation and conservation of mountain goats for research, development, management, enhancement and sale or exchange of mountain goat habitat and for programs within the state that in the discretion of the commission most directly benefit mountain goat resources of this state.

Mountain Sheep (Big Horn) Subaccount - ORS 496.303 (10)

(a) The Mountain Sheep Subaccount is established in the Fish and Wildlife Account, consisting of moneys collected under ORS 497.112 (2)(a) to (c).

(b) All moneys in the subaccount shall be used for the propagation and conservation of mountain sheep, for research, development, management, enhancement and sale or exchange of mountain sheep habitat and for programs within the state that in the discretion of the commission most directly benefit mountain sheep resources of this state.

Restoration and Enhancement Subaccount – ORS 496.283

Use of moneys from surcharges; limitations on expenditures. (1) Notwithstanding ORS 506.306, all moneys received by the State Fish and Wildlife Commission pursuant to sections 4, 6 and 8, chapter 512, Oregon Laws 1989, shall be deposited in a separate subaccount in the State Wildlife Fund. Except as provided in subsection (2) of this section, moneys in the subaccount may be expended only for the department's fish restoration and enhancement programs for the benefit of the fish resources of this state.

Upland Bird Subaccount - ORS 496.303 (6)

The Upland Bird Subaccount is established in the Fish and Wildlife Account. All moneys received by the State Fish and Wildlife Commission from the sale of upland bird stamps, from the sale of any art works and prints related to the upland bird stamp and from private hunting preserve permit fees shall be deposited in the subaccount. Moneys in the subaccount may be expended only for promoting the propagation and conservation of upland birds and the acquisition, development, management, enhancement, sale or exchange of upland bird habitat, and for activities related to the design, production, issuance and arrangements for sale of the upland bird stamps and related art works and prints. Expenditures of moneys in the subaccount shall be made for the benefit of programs within this state in such amounts and at such times as the commission determines appropriate to most directly benefit the upland bird resources of the state.

Nongame Wildlife Fund (Wildlife Diversity) - ORS 496.385

(1) There is established as a separate and distinct fund in the State Treasury a Nongame Wildlife Fund. The Nongame Wildlife Fund shall consist of:

(a) An amount credited to the fund under ORS 305.749, which shall be transferred by the Department of Revenue to the fund.

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(b) Gifts, grants and donations, in money or otherwise, for use as described in subsection (2) of this section, which the State Treasurer may solicit and accept from private and public sources and shall cause to be deposited and credited to the Nongame Wildlife Fund.

(c) Interest or other earnings on the amounts described in paragraphs (a) and (b) of this subsection which shall inure to the benefit of the Nongame Wildlife Fund.

(2) Moneys contained in the Nongame Wildlife Fund are continuously appropriated for the purposes specified in ORS 496.390.

Fish Passage Fund - Chapter 832, Section 14, OL 2009

The Fish Passage Fund is established in the State Treasury, separate and distinct from the General Fund. Interest earned by the Fish Passage Fund shall be credited to the fund. Moneys in the fund are continuously appropriated to the State Department of Fish and Wildlife for purposes related to fish passage.

Oregon Conservation Strategy Subaccount - ORS 496.303(14)

The Oregon Conservation Strategy Subaccount is established in the Fish and Wildlife Account. All moneys received by the commission from the sale of habitat conservation stamps and from the sale of any art works and prints related to the habitat conservation stamp shall be deposited in the subaccount. Moneys in the subaccount may be expended only to promote and implement habitat and species restoration, enhancement and viewing activities identified in the "Oregon Conservation Strategy," 2006, by the State Department of Fish and Wildlife, and for activities related to the design, production, issuance and arrangements for sale of the habitat conservation stamps and related art works and prints.

Oregon Hatchery Research Center Fund – Chapter 734, Section 1, OL 2015

(1) The Oregon Hatchery Research Center Fund is established in the State Treasury, separate and distinct from the General Fund. Interest earned by the Oregon Hatchery Research Center Fund shall be credited to the fund. Moneys in the fund are continuously appropriated to the State Department of Fish and Wildlife. The fund shall consist of: (a) All moneys received from the surcharge on angling licenses imposed by section 3 of this 2015 Act; and

(b) All moneys received from the ad valorem fee imposed by section 4 of this 2015 Act. (2) Except as provided in subsection (3) of this section, moneys in the fund may be expended only on research projects recommended by the Oregon Hatchery Research Center Board. (3) Any unexpended and unobligated balance in the Oregon Hatchery Research Center Fund as calculated on July 1 of each year shall be transferred to the Hatchery Construction Fund.

Hatchery Construction Fund – Chapter 734, Section 2, OL 2015

The Hatchery Construction Fund is established in the State Treasury, separate and distinct from the General Fund. Interest earned by the Hatchery Construction Fund shall be credited to the fund. Moneys in the fund are continuously appropriated to the State Department of Fish and Wildlife. The fund shall consist of moneys transferred to the fund under section 1 of this 2015 Act and any moneys transferred to the fund by the Legislative Assembly. Moneys in the fund may be expended only to improve, upgrade or replace current coastal hatchery facilities in order to incorporate new technologies or to make physical improvements to the hatchery facilities.

Carcass and Egg Fund

Revenues received from the sale of salmon and fish eggs are collected and used to fund maintenance and operations at hatcheries.

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Donations Fund

Gifts and donations received are deposited to this fund to ensure the expenditures are made in accordance to the donator's request.

Housing Fund

Housing rental income collected at hatcheries and Wildlife Areas with state funding sources is placed in a fund for housing maintenance. ODFW uses these funds to meet hatchery housing maintenance and replacement needs.

Safety Fund

The Workers' Compensation Division's Employer-at-Injury Program, created in 1993, provides financial incentives for employers to encourage the early return to work of injured workers while their workers' compensation claims are still open. The program provides a wage subsidy to employers (reimbursement for 50 percent of the early return-to-work gross wages for up to three months), and promotes the return of injured workers to full duty via light duty placement. As a matter of policy, ODFW has decided to actively seek the wage subsidy. The funds are used for the purchase of equipment, materials and training for statewide safety programs, as well as to cover a portion of the administrative costs to manage the program. Placing the funds in an obligated account ensures they will be tracked and used for the desired programs, which aim to reduce on-the-job injuries.

Yoncalla Trust Fund - (Natural Resource Damage Assessment, settlement agreement with Southern Pacific Lines, memorandum of understanding between ODFW and Douglas County)

In January 1993 a Southern Pacific train derailed near Yoncalla, dumping a large amount of diesel fuel into Yoncalla Creek. ODFW, in coordination with the U.S. Department of the Interior (USDI), pursued natural resource damages under ORS 468B.060. ODFW and Southern Pacific completed a settlement agreement in December 1994. Subsequently, the trustees of the settlement fund, ODFW and the U.S. Fish and Wildlife Service (representing USDI) established a Restoration Committee. The committee developed a restoration plan that called for administration of the fund by Douglas County, through the Douglas County Salmon Habitat Improvement Project (SHIP). These funds will fund project under the plan until they are spent.

ODFW and Douglas County completed a Memorandum of Understanding to administer the plan and the fund in July 1997. ODFW will transfer funds to the SHIP Trust Fund Account on a reimbursement basis until all funds, including interest, are expended for restoration projects and activities.

Aquatic Invasive Species Protection Fund

The 2009 Legislature established this fund (Ch 764, OL 2009) for the State Marine Board to administer revenues received from the issuance and renewal of aquatic invasive species prevention permits. The State Marine Board reimburses ODFW for its efforts in preventing the spread of invasive aquatic species into the state. The State Department of Agriculture and the Department of State Police also assist in these efforts. The State Department of Fish and Wildlife, the State Marine Board and the State Department of Agriculture are authorized to: (a) Operate check stations for the purpose of inspecting recreational or commercial watercraft for the presence of aquatic invasive species. (b) Decontaminate, or recommend decontamination of, any recreational or commercial watercraft that is inspected at a check station operated under authority of this section.

Wildlife Area Parking Fees

Parking fees are now charged at wildlife areas. Since these areas were purchased or are maintained by federal Pittman-Robertson funds, parking permits are included with the purchase of a hunting

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license. All other users must purchase a daily or annual parking permit. Parking permit revenues are used to improve habitat and infrastructure and to enhance wildlife viewing opportunities at these wildlife areas.

APPENDIX C: Office and Facilities

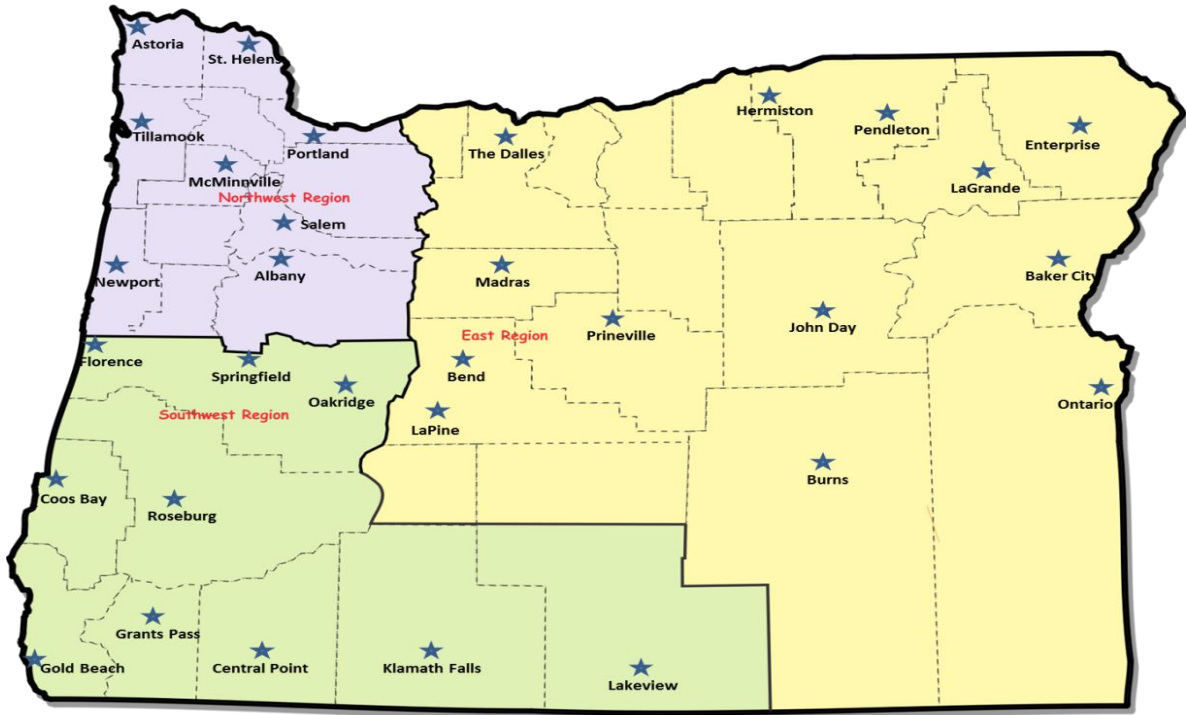
ODFW operates through a management structure that allows for fish and wildlife management at the local watershed level. Local field offices are divided into two regions (West and East) with four to six watershed districts in each of those regions.

ODFW staffs 25 district and field offices to provide customer service, operates 33 hatchery facilities and 15 fish-rearing facilities, and manages 16 wildlife areas.



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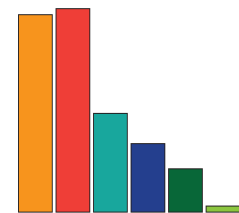
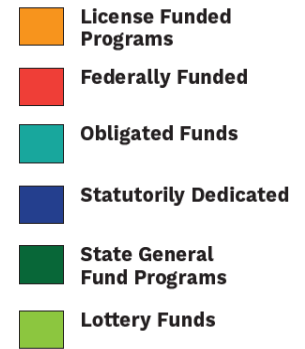
OSP Offices Statewide
(119 Sworn Officers)

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APPENDIX D: ODFW Budget 101

	License Funded Programs	Federally Funded Programs	Obligated Funds	Statutorily Dedicated Programs	State General Fund Programs	Lottery Funds
Funding source:	State money from the sale of hunting and fishing licenses that is NOT earmarked to a specific purpose.	Federal money from contracts and excise taxes on the purchase of firearms, ammo, and fishing gear.	Revenues from other state agencies and non-government organizations. Federal funds received through third parties.	State money from the sale of hunting and fishing licenses earmarked for specific purposes.	General tax revenue from the State of Oregon.	Lottery revenues constitutionally dedicated to specific natural resource functions.
Explanation:	These dollars fund the general operations of the Oregon Department of Fish and Wildlife. By state and federal law, they can only be spent on fish and wildlife management. They also are the primary source of required state match needed to receive federal funds.	Federal contract revenue is received for specific work performed. Revenue from excise taxes is received as an annual apportionment from the federal government. ODFW must match this apportionment with nonfederal funds at a 3-1 ratio. License funds are the primary source of this match.	These revenues are received for specific purposes. The work is usually agreed to in contracts. The indirect revenue associated with work performed under federal contracts also comes to ODFW in the form of Obligated Funds.	Programs are earmarked by Oregon statute for a special purpose and can only be spent on that purpose.	This is the only general tax revenue funding for fish and wildlife management. There are no earmarks attached to this funding. However, a sizable portion is used to fund programs that are not appropriate to be funded by the Department's other sources of revenues.	Measure 76 revenues fund water quality, restoration and flow projects. Protect lands and water. Restore and maintain habitats. Maintain biodiversity
Examples:	<ul style="list-style-type: none"> • Oregon State Police Fish and Wildlife enforcement • Game damage program • Administration of hunting and fishing license sales • Matching money for federal funds • Public information and outreach • District biologists 	<ul style="list-style-type: none"> • Fish and wildlife biologists • Fish hatcheries • Fish and wildlife population survey and inventory • Angler and hunter access • Hunter and aquatic education • Operations and maintenance of sites 	<ul style="list-style-type: none"> • Hatchery production. • Mitigation projects. • Restoration and recovery projects 	<ul style="list-style-type: none"> • Land acquisition and conservation easements • Upland game bird habitat • Commercial Fisheries Mgmt. • Fish Restoration & Mgmt. • Hunting Access and Habitat Mgmt. • Recreational Shellfish Mgmt. • Individual Game Species Mgmt. 	<ul style="list-style-type: none"> • Fish Management • Hatchery Production • Game Management • Predator Control • General Administration 	<ul style="list-style-type: none"> • Native fish conservation • Wildlife conservation
Funding amount (FY 17-19)	\$129.3 million	\$50.4 million in Wildlife Restoration Grants and Sport Fish Restoration Program Funds. \$83.9 million other Federal	\$63 million	\$42.2 million	\$28.4 million	\$5.2 million
% of Fish and Wildlife budget:	32.1%	33.4%	15.6%	10.5%	7.1%	1.3%
Implications if funding is cut:	<ul style="list-style-type: none"> • Programs that are funded by license \$ would be cut. • For every \$1 of license \$ cut that are match for federal dollars, an additional \$3 of federal funding would be cut. 	<ul style="list-style-type: none"> • Programs funded by federal contracts would be cut. • For any funding not appropriated through WSFR • Oregonians will still pay the excise tax, but will not receive any benefit. • Cutting these dollars will only save \$1 of state funding for every \$3 of federal funding cut. 	<ul style="list-style-type: none"> • Cutting this spending would result in a reduction of hatchery production, mitigation, and restoration and recovery projects. These funds come to ODFW through third parties and indirect revenue associated with federal contracts, therefore cutting these funds will not save any state funding. 	<ul style="list-style-type: none"> • Requires a change in statute to spend the funds for a different purpose. • Cutting this spending would reduce management capabilities for a litany of resources and species including reductions in land acquisitions, shellfish management, access and habitat program, upland game bird management, and commercial fisheries management. 	<ul style="list-style-type: none"> • Cutting general fund spending would have impacts across ODFW's fish and wildlife management programs, including fish management, hatchery production, game management, predator control, and general administration. 	<ul style="list-style-type: none"> • Cutting this spending would impact fish and wildlife conservation.



Oregon Department
of
Fish and Wildlife
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ODFW Budget 101 | An overview of Oregon's complex fish and wildlife management funding

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Budget Town Hall Schedule

Location	Address	Date
La Grande	Blue Mountain Conference Center 404 12th Street	Monday, April 2 7pm-8:30pm
Bend	Central Oregon Community College Boyle Education Building, Room 155 2600 NW College Way	Tuesday April 3rd 7pm – 8:30pm
Klamath Falls	Oregon Institute of TechnologyCollege Union Bldg, Mt. Bailey Room 3201 Campus Drive 3201 Campus Drive	Wednesday April 4th 7pm – 8:30pm
Medford	Jackson County Library Branch Adams Room 205 S Central Avenue	Thursday, April 5 7pm-8:30pm
North Bend	North Bend Public Library Large Meeting Room 1800 Sherman Avenue	Monday, April 9 7pm – 8:30pm
Newport	Hallmark Resort 744 SW Elizabeth Street	Tuesday, April 10 7pm – 8:30pm
Tillamook	Tillamook County Library 1716 3RD Street	Wednesday, April 11 7pm – 8:30pm
Portland	Doubletree Inn (Lloyd Center) 1000 NE Multnomah Street	Thursday, April 12 7pm – 8:30pm

APPENDIX E: Contact Information

Commission Members

Michael Finley – Chair / Western Oregon

Appointed: June 30, 2011. Term Expires: June 30, 2019.

Michael Finley is President of the Turner Foundation, a private grant-making foundation that supports hundreds of grassroots, national and international organizations. Before joining the Turner Foundation, he spent 32 years with the National Park Service. During his career, Finley was Superintendent of Yellowstone, Yosemite and Everglades National Parks and Assateague Island National Seashore. He directly managed hunting and fishing activities on National Park Service lands and waters in Alaska, Florida, Maryland, Virginia, California, Montana and Wyoming. He was also a commissioned law enforcement ranger and investigator for 10 years. Finley hunts and fishes, and is passionate about public recreation.



Bob Webber – Vice Chair / Congressional District 4

Appointed: Feb 28, 2010. Term Expires: Feb 28, 2018.

Bob Webber grew up in Tigard. He attended Linfield College and Willamette University Law School. Bob and his wife, Suzanne, live on the Elk River outside of Port Orford. They have three daughters and five grandchildren. Bob is a partner in the law firm of Black, Chapman, Webber and Stevens in Medford, and works part time on the south coast. For the past 16 years, he has been a board member and past chairman of the 11,000-member Oregon Hunters Association. He is an avid hunter and angler, and he also volunteers as a special prosecutor handling wildlife-related cases for the Curry County District Attorney's Office.



Holly Akenson / Eastern Oregon

Appointed: June 30, 2011. Term Expires: June 30, 2019.

Holly Akenson has been a wildlife biologist and educator, primarily working in rural areas of Eastern Oregon and Idaho. She received her M.S. in Wildlife Resources from University of Idaho and B.S. in Biology and B.S. in Education from Eastern Oregon University. Most recently she worked for Wallowa Resources, providing education and field experiences for youth, university students and the community on stewardship of the natural resources of Wallowa County. Prior to that, Holly taught field programs for University of Idaho students and conducted research and monitoring on wolves, cougars, bighorn sheep, bald eagles, and Oregon's nongame Conservation Strategy Species for ODFW, IDF&G, and the Forest Service. She is a certified Wildlife Biologist. Holly currently works as a wildlife consultant and with her husband Jim, manages their tree farm. She serves on a local board promoting logging history. Holly is an avid archery and rifle big game hunter, angler, and wildlife photographer. She enjoys riding mules and taking a pack string into the mountains.



Bruce Buckmaster / Congressional District 1

Appointed: June 1, 2015. Term Expires: May 31, 2019.

Bruce Buckmaster is the retired owner and CEO of Bio-Oregon, Inc. Bio-Oregon introduced low phosphorus (less polluting) hatchery feeds to ensure compliance with clean water statutes and initiated fish-based nutrient supplementation to aid wild salmon recovery in Oregon rivers and streams. Bio-Oregon was one of Oregon's largest secondary recyclers reclaiming value from 35-40 million pounds of on-shore fish processing waste annually. Now active as a community advocate and avid fly fisher, Bruce spends much of his time working on issues of stewardship and equitable use of natural resources.



Jim Bittle / Congressional District 2

Appointed: December 19, 2016. Term Expires: December 18, 2020.

James Bittle is the President and current owner of Willie Boats Inc., a custom all-welded aluminum boat manufacturer, located in Southern Oregon. For over 32 years, Jim has actively managed Willie Boats Inc., which is dedicated to provide sound employment for more than 25 employees. Jim’s vast knowledge of the outdoor industry has influenced numerous habitat conservation projects and allowed him to support associations such as the Coastal Conservation Alliance (CCA) and the Rocky Mountain Elk Foundation (RMEF), who are devoted to improving the management of our natural resources throughout the western states and Alaska. Raised in the Rogue Valley, Jim has continued to serve his community through efforts benefiting children and veterans, with organizations such as, Hearts With A Mission and Interfaith Care Community. Jim is committed to sharing his passion for the outdoors and ensuring its preservation for his grandchildren and future generations to come.



Gregory J. Wolley / Congressional District 3

Appointed: June 1, 2012. Term Expires: May 31, 2020.

Gregory Wolley is originally from the San Francisco Bay Area, and has lived in Portland for the past for 24 years. He currently manages small business development programs for the City of Portland. Greg previously worked as a forest planner and conservation education manager for the US Forest Service, a regional open space planner for Metro Regional Parks and Greenspaces, and a preserve manager for The Nature Conservancy. He received his B.A. degree in behavioral biology from UC Berkeley, and an M.S. Degree in natural resource education from Southern Oregon University. Greg has served on numerous boards and advisory committees, including the Northwest Association of Environmental Professionals, the City of Portland Urban Forestry Commission, and parks and natural areas planning committees for Multnomah and Los Angeles counties. Greg’s passion is introducing new audiences to activities and careers in the outdoors. He enjoys many outdoor activities, including fishing, backpacking and kayaking.



Laura Anderson / Congressional District 5

Appointed: June 1, 2012. Term Expires: May 31, 2020.

Laura Anderson owns and operates Local Ocean Seafoods, a sustainability-focused seafood restaurant and fish market in Newport, Oregon. She also currently serves as the Executive Director of FISHCRED, a coast wide organization that represents commercial fishing business in Marine Spatial Planning. Coming from a commercial fishing family, she spent many summers working on her father's fishing boat before earning a Master's degree in Marine Resource Management from Oregon State University. In her younger years she served as a Peace Corps Volunteer working with artisanal fishers in the Philippines and also spent a year working in international business in Hanoi, Vietnam. Laura still enjoys traveling, particularly where it involves SCUBA diving and experimenting with new cuisines.



ODFW Staff

Salem Headquarters

Curt Melcher	Director	(503) 947-6044
Shannon Hurn	Deputy Director for Fish and Wildlife Programs	(503) 947-6044
Cameron Smith	Deputy Director for Administration	(503) 947-6044

Ed Bowles	Fish Division Administrator	(503) 947-6206
Doug Cottam	Wildlife Division Administrator	(503) 947-6312
Steve Bergmann	Administrative Services Division Administrator	(503) 947-6193
Roxie Burns	Human Resources Division Administrator	(503) 947-6059
Roger Fuhrman	Information & Education Division Administrator	(503) 947-6010
Douglas Juergensen	Information Services Division Administrator	(503) 947-6261

Regional Offices

Bernadette Graham-Hudson	Western Region Manager – Corvallis	(971) 673-1134
Bruce Eddy	Eastern Region Manager – La Grande	(541) 962-1825

Oregon State Police – Fish and Wildlife Division

Jeff Samuels	Captain/Division Director	Salem
Ryan Howell	Fisheries Lieutenant	Salem
Craig Heuberger	Wildlife Lieutenant	Salem

For additional information visit here

ODFW Website	www.myodfw.com www.odfw.com
ODFW Information – General Information	(503) 947-6000 or (800) 720-ODFW
ODFW Information – Email	odfw.info@state.or.us
Licenses – Online Sales	https://or.outdoorcentral.us/or/license
Licenses -- Controlled Hunts and Licensing	(503) 947-6100
Licenses -- Controlled Hunts Automated Line	(503) 947-6102
Licenses – Draw results, preference points, regulations	https://myodfw.com/articles/ways-buy-license
Mandatory Reporting - Telephone	(866) 947-6339
Mandatory Reporting – Online	https://myodfw.com/articles/report-your-hunt
Hunter Education Courses	https://myodfw.com/articles/hunter-education-online-courses
Outdoor Skills Workshops	http://www.odfwcalendar.com/
Fishing Regulation Changes	https://myodfw.com/recreation-report
Columbia River Fishery Regulation Updates	https://myodfw.com/recreation-report
Columbia River Fishery Information	www.dfw.state.or.us/fish/OSCRP/CRM/index.asp
Weekly Recreation Report	https://myodfw.com/recreation-report
ODFW Commission Information	www.dfw.state.or.us/agency/commission/
Oregon Conservation Strategy	www.dfw.state.or.us/conservationstrategy/
ODFW Employment Information	www.dfw.state.or.us/hr/

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