



Memorandum

Oregon Department of Fish and Wildlife

Date: February 6, 2017
To: Commissioners
From: Cameron Smith, Acting Deputy Director for Administration
Subject: Financial Report

Department Financial Report

The Commission Financial Report for the 2015-17 biennium as of December 31, 2016 is provided as an attachment. Department wide, expenditures continue to be below spend rates and are within available revenues.

2017-19 Budget Development

The Department successfully passed our audits for Position Inventory Control System (PICS) and for our Oregon Budget Information Tracking System (ORBITS). The Department have submitted the Governor's Budget to the Department of Administrative Services – Chief Financial Office and to the Legislative Fiscal Office. This document has also been published to the Department's web-site.

Administration Operational Excellence

The latest reports for outcome and performance measures for Administration are attached. Administration will begin focusing on lagging measures in the coming weeks. The intent is to develop and implement plans for improving these processes.

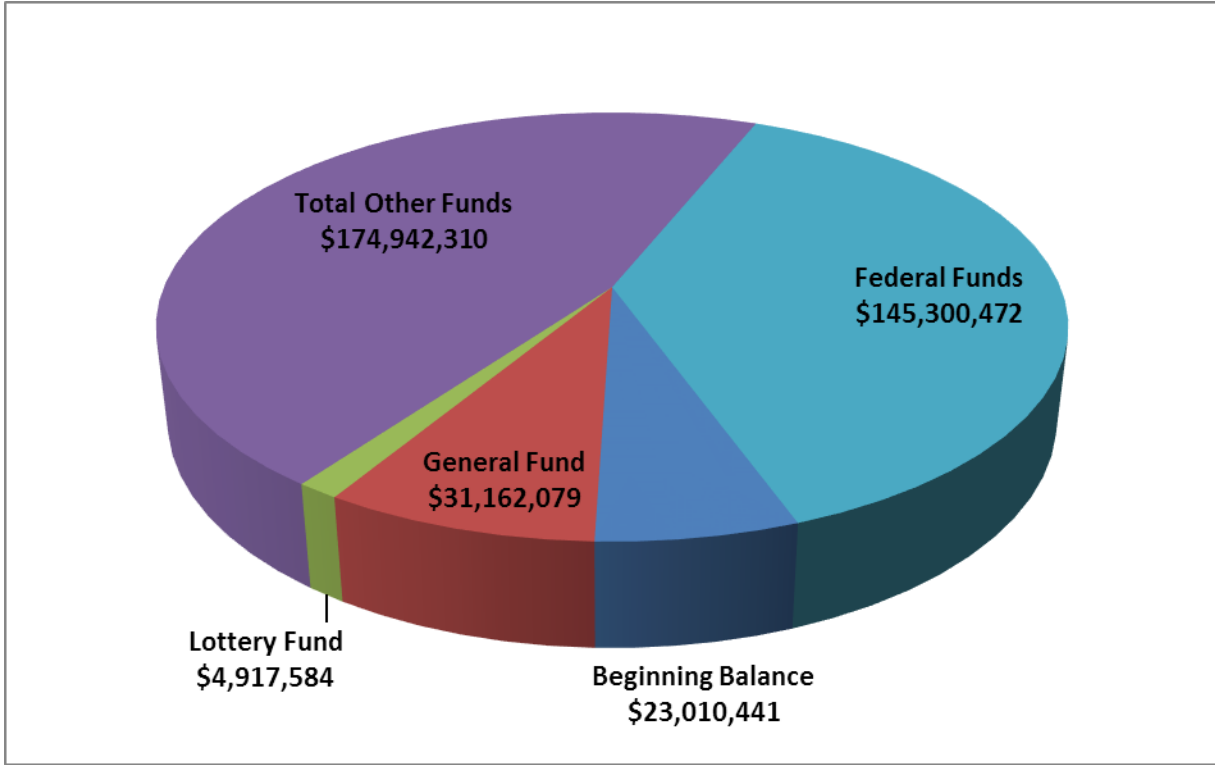
Office of the Director

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**ODFW Financial Report for 2017 Biennium
Commission Meeting
as of December 31, 2016**

	Legislatively Adopted Budget	Adjustments & E-Boards	Legislatively Approved Budget	Actuals as of 12/31/2016	% of Total Biennium Budget 75.00%
Beginning Fund Balance	23.01	-	23.01	45.72	
REVENUE					
Revenue Transactions for Prior Biennium (AY15)				6.38	
General Fund	30.08	1.08	31.16	21.32	
Lottery Fund	4.75	0.16	4.92	3.66	
Other Funds	-				
Hunter/Angler	108.17	-	108.17	74.32	
Commercial Fisheries Fund	9.95	-	9.95	7.71	
All Other Categories	50.99	5.83	56.82	43.99	
Total Other Funds	169.11	5.83	174.94	126.02	
Federal Funds	138.98	6.32	145.30	73.73	
Total Revenue	342.92	13.40	356.32	224.74	63.07%
EXPENDITURES					
Expenditure Transactions for Prior Biennium (AY15)				4.44	
Wildlife					
General Fund	4.42	0.20	4.62	3.04	
Lottery Fund	1.18	0.02	1.20	0.81	
Other Funds	36.65	0.90	37.55	20.37	
Federal Funds	29.16	0.50	29.66	15.93	
Total Wildlife Programs	71.41	1.62	73.03	40.15	54.97%
Fish					
General Fund	21.78	0.74	22.52	15.43	
Lottery Fund	3.57	0.14	3.71	2.39	
Other Funds	66.11	1.62	67.74	40.74	
Federal Funds	98.69	2.75	101.45	61.77	
Total Fish Programs	190.16	5.25	195.42	120.33	61.58%
Administration					
General Fund	3.38	0.14	3.52	2.50	
Other Funds	40.78	1.07	41.85	28.01	
Federal Funds	5.82	0.09	5.91	2.65	
Total Administration	49.97	1.31	51.28	33.16	64.67%
State Police					
Other Funds	22.80	-	22.80	13.61	
Total State Police	22.80	-	22.80	13.61	59.67%
Debt Service					
General Fund	0.35	-	0.35	0.24	
Other Funds	1.83	-	1.83	1.16	
Total Debt Service	2.19	-	2.19	1.40	63.89%
Capital Improvement					
General Fund	0.15	-	0.15	0.11	
Other Funds	6.43	0.01	6.44	3.62	
Federal Funds	-	2.98	2.98	-	
Total Capital Improvement	6.58	2.99	9.57	3.73	39.01%
Capital Construction					
General Funds	-	-	-	-	
Other Funds	-	2.23	2.23	1.94	
Federal Funds	2.77	-	2.77	1.29	
Total Capital Construction	2.77	2.23	5.00	3.23	64.58%
Agency-wide					
General Fund	30.08	1.08	31.16	21.32	68.42%
Lottery Fund	4.75	0.16	4.92	3.20	65.04%
Other Funds	174.60	5.83	180.44	109.45	60.66%
Federal Funds	136.44	6.32	142.77	81.64	57.19%
Total Expenditures	345.88	13.40	359.28	215.61	60.01%
ENDING BALANCE	20.05	-	20.05	56.79	

**Oregon Department of Fish and Wildlife
2015-17 Legislatively Approved Budget - Revenue
as of December 31, 2016 \$ 379.33**



**Oregon Department of Fish and Wildlife
2015-17 Legislatively Approved Budget - Expenditures
as of December 31, 2016 \$ 359.29**

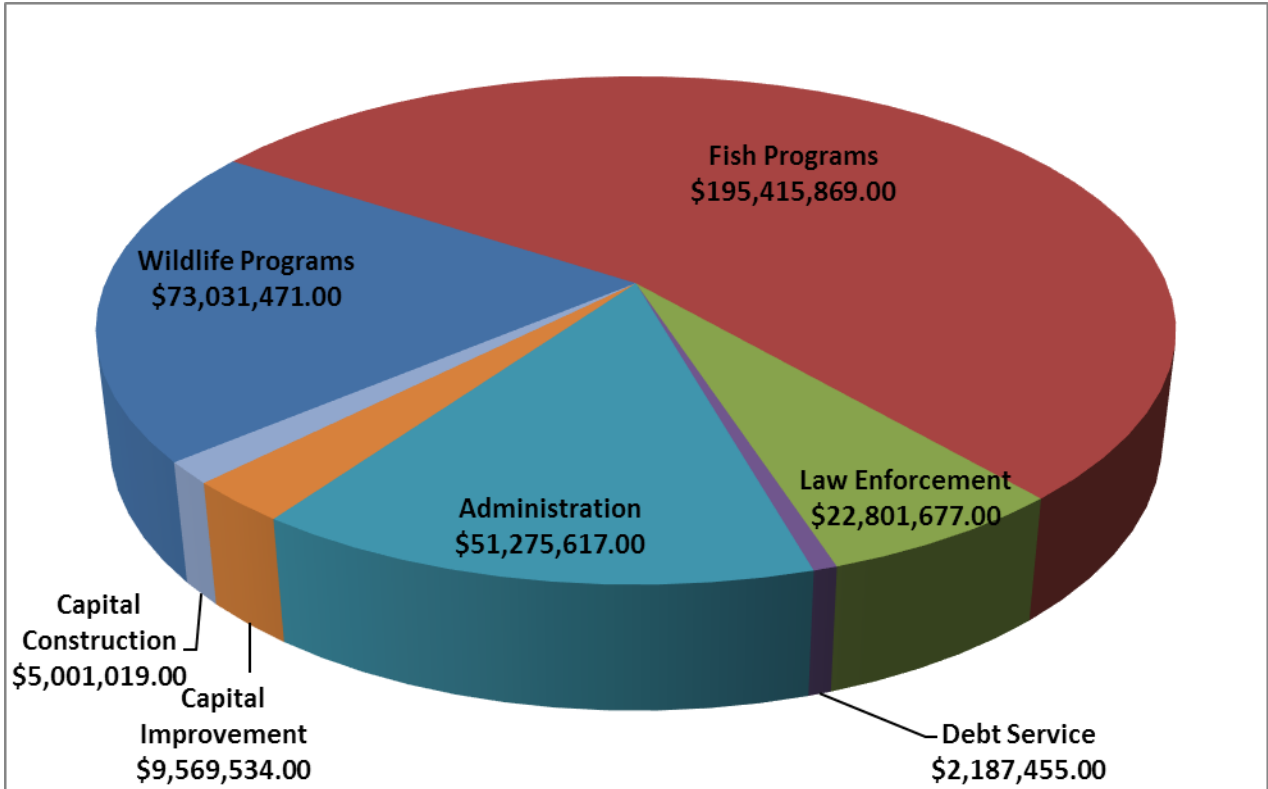


Table 1 – Administration Operation Excellence – Outcome Measures



Number	Name	Calculation	Owner(s)	Red	Yellow	Green	Target	Current	Last Reported	Trend
OM1 - Training Requirements Met										
OM1.A	Training Hours	Percent of permanent employees completed a minimum of 20 hours of job-related training (any combination of hours) annually on a trailing 12 month basis	Roxie Burns/Bill Herber	<25 %	25 - 50 %	>50 %	75 %	32 %	09/30/2016	
OM10 - License Renewals										
OM10.A	Overall License Renewals	Percent Churn Rate - Overall	Chris Willard	>40 %	40 - 30 %	<30 %	25 %	36 %	01/17/2017	
OM10.B	Angling License Renewals	Percent Churn Rate - Angling	Chris Willard	>40 %	40 - 30 %	<30 %	25 %	40 %	01/17/2017	
OM10.C	Hunting License Renewals	Percent Churn Rate - Hunting	Chris Willard	>30 %	30 - 20 %	<20 %	15 %	20 %	01/17/2017	
OM10.D	Shellfish License Renewals	Percent Churn Rate - Shellfish	Chris Willard	>50 %	50 - 40 %	<40 %	35 %	49 %	01/17/2017	
OM2 - Employee Empowerment										
OM2.A	Employee Empowerment	Percent of Employees rating overall empowerment level provided by Administration as a 4 (agree) or 5 (strongly agree) on engagement survey.	Erica Kleiner	<75 %	75 - 85 %	>85 %	90 %	72 %	01/24/2017	
OM3 - Public Perceptions of ODFW										
OM3.A	Public Opinion Survey	Percent of Formal public perception opinion surveys	Richard Hargrave	<60 %	60 - 65 %	>65 %	75 %	65 %	01/09/2017	
OM3.B	Positive Media Coverage	Percent of media coverage tracked by Meltwater indicating favorable mentions of ODFW	Richard Hargrave	<60 %	60 - 65 %	>65 %	75 %	47 %	01/09/2017	
OM4 - Hunting and Fishing Participation										
OM4.A	Angling License Sales	Percent Increase (decrease) of angling licenses sold compared to past 2 year average sales	Deanna Erickson	<2 %	2 - 5 %	>5 %	5 %	4 %	09/30/2016	
OM4.B	Hunting License Sales	Percent Increase (decrease) of hunting licenses sold compared to past 2 year average sales	Deanna Erickson	<2 %	2 - 5 %	>5 %	5 %	5 %	09/30/2016	
OM4.C	Shellfish License Sales	Percent Increase (decrease) of shellfish licenses sold compared to past 2 year average sales	Deanna Erickson	<2 %	2 - 5 %	>5 %	5 %	5 %	09/30/2016	
OM4.D	Total License Sales	Percent Increase (decrease) of hunting, angling and shellfish licenses sold compared to past 2 year average sales	Deanna Erickson	<2 %	2 - 5 %	>5 %	5 %	4 %	09/30/2016	
OM5 - Process Response Time										
OM5.A	Process Response Time	Percent of Timeliness processes in Green during the reporting period	Douglas Juergensen	<70 %	70 - 80 %	>80 %	90 %	58 %	09/30/2016	
OM6 - Process Measure Performance										
OM6.A	Outcome Measures trending positive	percent of outcome measures improving from previous quarters (red or yellow)	Lori LeVeaux	<60 %	60 - 70 %	>70 %	80 %	0 %	09/30/2016	
OM6.B	Process Measures trending positive	percent of process measures improving from previous quarters (red or yellow)	Lori LeVeaux	<60 %	60 - 70 %	>70 %	80 %	0 %	09/30/2016	
OM7 - Fund Balances										
OM7.A	Other Fund-License Fund Balance	Measures liquidity of the department. Days of Funds on hand available to fund operations.	Cameron Smith	<30	30 - 60	>60	90 Days	0	09/30/2016	
OM8 - Budget Variances										
OM8.A	Cost Center Variance	Percent Cost Centers operating within acceptable spending limits during the reporting period	Bill Herber	<80 %	80 - 95 %	>95 %	99 %	0 %	09/30/2016	
OM8.B	Budget To Actuals CF/LF/FF	Percent variance of budget to actual expenditures by appropriation	Bill Herber	>10 %	10 - 5 %	<5 %	0 %	21 %	09/30/2016	
OM8.C	Budget To Actuals OF	Percent variance of budget to actual expenditures by appropriation	Bill Herber	<0 %	0 - 10 %	>10 %	0 %	0 %	09/30/2016	
OM9 - Customer Satisfaction										
OM9.A	Internal customer satisfaction	Percent of Employees rating overall quality of services provided by Administration as a 4 (good) or 5 (excellent) on quarterly engagement survey	Katelin Kannler/Roxie Burns	<70 %	70 - 80 %	>80 %	85 %	0 %	09/30/2016	
OM9.B	External customer satisfaction	Percent of Public rating satisfaction as a 4 (excellent) on customer survey	Katelin Kannler/Roxie Burns	<70 %	70 - 80 %	>80 %	85 %	0 %	09/30/2016	

Showing 1 to 21 of 21 entries

Table 2 – Administration Operation Excellence – Process Measures


Search

Number	Name	Calculation	Owner(s)	Red	Yellow	Green	Target	Current	Last Reported	Trend
OP1 – Marketing and Communication										
OP1.A	Media Response time	Percent of media inquiries responded to within agreed upon timeframe	Richard Hargrave/Bill Herber	+75 %	75 - 90 %	+90 %	100 %	100%	01/30/2017	
OP1.B	Meeting Deadlines	Percent of deadlines met for communication/marketing products	Richard Hargrave	+70 %	70 - 80 %	+80 %	100 %	100%	01/30/2017	
OP1.C	Information Accuracy	Percent of products not requiring correction after initial distribution	Richard Hargrave	+40 %	40 - 90 %	+90 %	100 %	100%		
OP1.D	Customer Satisfaction ODFW Facebook	Overall Facebook Star Rating during reporting period	Richard Hargrave	+3	3 - 4	+4	5	100%	09/30/2016	
OP1.E	Campaign ROI	Percent of marketing campaigns achieving targeted ROI	Richard Hargrave	+70 %	70 - 90 %	+90 %	90 %	100%	01/30/2017	
OP1.F	Website Hits	Total # unique website hits during the reporting period	Richard Hargrave	<500	500 - 1,000	>1,000	2,500	0	01/09/2017	
OP2 – Developing and Engaging Customers										
OP2.A	Timely Efforts	Percent of RS efforts completed by defined deadline	Chris Willard	+80 %	80 - 90 %	+90 %	100 %	100%	09/30/2016	
OP2.B	RS Effort Effectiveness	Percent of RS efforts that proved effective after analysis of licensee sales, customer surveys and participant evaluation data	Chris Willard	+70 %	70 - 90 %	+90 %	95 %	0 %	01/26/2017	
OP2.C	Customer reach	# of customers reached through RS efforts	Chris Willard	<20,000	20,000 - 30,000	>30,000	35,000	22,594	01/26/2017	
OP2.D	Partner Involvement	# of partner organizations engaged in RS efforts	Chris Willard	<20	20 - 40	>40	50	35	01/26/2017	
OP2.E	Federal Grant Match	Percent of in-kind hours and donations contributed towards RS efforts	Chris Willard	+80 %	80 - 100 %	>100 %	120 %	100 %	01/26/2017	
OP3 – Administering Fish and Wildlife License Programs										
OP3.A	Timely Division Reviews	Percent of Division Reviews completed within agreed upon timeline	Deanna Erickson	+80 %	80 - 98 %	+98 %	100 %	0 %	01/11/2017	
OP3.B	Mail Order Applications	% of mail order applications processed within target time line	Deanna Erickson	+65 %	65 - 80 %	+80 %	95 %	100%	01/13/2017	
OP3.C	POS System Errors	# of product error fixes to point of sale system per quarter	Deanna Erickson	+10	10 - 5	<5	0	100%	01/11/2017	
OP3.D	Document Errors	# of customers issued incorrect mail order documents per quarter	Deanna Erickson	>20	20 - 10	<10	0	10	01/11/2017	
OP3.E	Customer Satisfaction -license buying experience	Percent of customers rating license purchasing experience as 'good' or 'excellent'	Deanna Erickson	+75 %	75 - 90 %	+90 %	95 %	100%		
OP3.F	Agent Training	Percent of agent calls that are classified as training per quarter	Deanna Erickson	>25 %	25 - 10 %	<10 %	5 %	100%	09/30/2016	
OP4 – Responding to Public Inquiries										
OP4.A	Public response timeliness	Percent of written inquiries that are responded to within 10 working days (Green Sheets)	Katelin Kannlar/Roxie Burns	+70 %	70 - 80 %	+80 %	85 %	0 %	09/30/2016	
OP4.B	Government/Regulated entities response timeliness	Percent of written inquiries that are responded to within 10 working days (Blue & Pink Sheets)	Katelin Kannlar/Roxie Burns	+70 %	70 - 80 %	+80 %	85 %	67 %	08/15/2016	
OP4.C	Public Record Response Timeliness	Percent of public records requests provided a cost estimate within 10 working days	Katelin Kannlar/Roxie Burns	+70 %	70 - 80 %	+80 %	85 %	0 %	09/30/2016	
OP4.D	Public Satisfaction	Percent of customers that rate the information provided by ODFW as timely and complete on customer survey	Katelin Kannlar/Roxie Burns	+65 %	65 - 70 %	+70 %	80 %	100%	09/30/2016	
OP4.E	Facebook response	Percent actual reported response rate to facebook inquiries	Katelin Kannlar/Roxie Burns	+75 %	75 - 90 %	+90 %	95 %	100%	09/30/2016	
SP1 – Managing and Developing Employees										
SP1.A	Timely Performance Evaluations	Percent of permanent employees with completed performance evaluations /of permanent employees (Quarterly)	Roxie Burns/Katelin Kannlar	+65 %	65 - 75 %	+75 %	90 %	65 %	01/13/2017	
SP1.B	Effective Managers - Agency	Percent of employees who rated their supervisor effectively managing people with a "good" or "excellent" rating for the Agency (Annually, from Employee Engagement Survey).	Roxie Burns/Katelin Kannlar	+55 %	55 - 61 %	+61 %	73 %	100%	09/30/2016	
SP1.B	Effective Managers - Administration	Percent of employees who rated their supervisor effectively managing people with a "good" or "excellent" rating for Administration (Annually, from Employee Engagement Survey).	Roxie Burns/Katelin Kannlar	+55 %	55 - 61 %	+61 %	73 %	100%	09/30/2016	
SP1.C	Training & Development Satisfaction	Percent of employees Satisfied with the training received in their present job.(Annually, from Employee Engagement Survey)	Roxie Burns/Katelin Kannlar	+50 %	50 - 61 %	+61 %	64 %	100%	09/30/2016	

Table 2 – Administration Operation Excellence – Process Measures (continued)



Number	Name	Calculation	Owner(s)	Red	Yellow	Green	Target	Current	Last Reported	Trend	
SP2.C	Contract Processing Timeliness	Average # of days from receipt of contract services request to contract execution	Erica Kiehn	>90	90 - 60	<60	50 Days	Green	01/23/2017	▲	
SP3 - Managing IT Systems											
SP3.A	System Uptime	Business Continuity Plan. Availability (uptime) of most critical resources as defined by agency (communications) - email, IM, phones	Douglas Juergensen	<90	90 - 95	>95	100	Green	01/25/2017	▲	
SP3.B	IT Response Timeliness Rating	Average employee rating of IT response timeliness	Douglas Juergensen	<4	4 - 5	>5	5	Green	09/30/2016	▲	
SP3.C	Service Ticket Timeliness	Average number of days between open/initiated and close	Douglas Juergensen	>8	8 - 6	<6	4 Days	Red	09/30/2016	▲	
SP3.D	IT Customer Satisfaction Rating - Desktop Support	Percent of employees who rated Service Desk services with a "good" or "excellent" rating for Administration (Annually, from Employee Engagement Survey).	Douglas Juergensen	<70 %	70 - 82 %	>82 %	85 %	Green	01/25/2017	▲	
SP3.E	IT Customer Satisfaction Rating - Network & Phone	Percent of employees who rated Network & Phone services with a "good" or "excellent" rating for Administration (Annually, from Employee Engagement Survey).	Douglas Juergensen	<69 %	69 - 79 %	>79 %	82 %	Green	09/30/2016	▲	
SP4 - Managing Department Finances											
SP4.A	Ageing of Accounts Receivable	Average number of days accounts receivable are outstanding	Cameron Smith	>60	60 - 30	<30	15 Days	Green	09/30/2016	▲	
SP4.B	Position approval response time	Average number of days to process request to hires	Cameron Smith	>7	7 - 5	<5	3 Days	Green	09/30/2016	▲	
SP4.C	Revenues contracts response time	Average number of days to process revenues contracts	Cameron Smith	>120	120 - 90	<90	60 Days	Green	09/30/2016	▲	
SP4.D	Correcting accounting entries	The number of NON-SPOTS EXPENDITURE Journal Vouchers processed in a month	Cameron Smith	>2,000	2,000 - 700	<700	500	Yellow	1,628	09/30/2016	▲
SP4.E	Correcting accounting entries processed	The number of SPOTS ONLY EXPENDITURE Journal Vouchers processed in a month	Cameron Smith	>1,500	1,500 - 700	<700	500	Red	2,015	09/30/2016	▲
SP4.F	Correcting accounting entries processed	The number of REVENUE Journal Vouchers processed in a month	Cameron Smith	>8,000	8,000 - 5,000	<5,000	10	Green	09/30/2016	▲	
SP4.G	Managing positions	The number of full-time positions vacant for longer than six months	Cameron Smith	>25	25 - 10	<10	0	Red	31	09/30/2016	▲
SP4.H	Grants w/in budget	Percentage of grants that don't spend more than their budgeted amount	Cameron Smith	<1	1 - 1	>1	1	Green	09/30/2016	▲	
SP4.I	Working capital	Average number of days of working capital available at the end of the month	Cameron Smith	<60	60 - 90	>90	120 Days	Green	09/30/2016	▲	
SP5 - Managing Compliance and Risk											
SP5.A	Reduction of Risk Over Time	Number of risks dropping at least one level within 12 months - measured semi-annually	Lori LeVeaux	<1	1 - 2	>2	3	Green	01/25/2017	▲	
SP5.B	Audit Findings	Number of External Audit Findings related to compliance and risk - measures annually	Lori LeVeaux	>2	2 - 1	<1	0	Yellow	1	01/25/2017	▲
SP5.C	AG Costs	Attorney General costs - measures quarterly	Lori LeVeaux	>250,000	250,000 - 175,000	<175,000	150,000	Yellow	233,591	01/25/2017	▲
SP5.D	Workers Comp Claims	Number of workers comp claims - measured annually	Lori LeVeaux	>0	0 - 0	<0	72	Red	83	01/25/2017	▲
SP5.E	Vehicle Incidents	Number of reported vehicle incidents - measured annually	Lori LeVeaux	>50	50 - 42	<42	40	Green	01/25/2017	▲	
SP6 - Managing and Improving Organizational Performance											
SP6.A	Reported performance measure data	Percent of active performance measures reported with timely data	Bill Herber	<75 %	75 - 90 %	>90 %	100 %	Green	09/30/2016	▲	
SP6.B	Timely business measure reviews	Percent of measure reviews reported on time (QTRs - MTRs)	Bill Herber	<65 %	65 - 80 %	>80 %	90 %	Green	09/30/2016	▲	
SP6.C	Employee alignment with Agency priorities	Average score of employees who find alignment in the strategic direction, 4 (agree) or 5 (strongly agree) (employee survey)	Bill Herber	<3	3 - 4	>4	5	Green	09/30/2016	▲	
SP6.D	On target measures	Percent of active process and outcome measures meeting or exceeding green perf.	Bill Herber	<60 %	60 - 70 %	>70 %	80 %	Red	52 %	09/30/2016	▲
SP6.E	Active Measures	Percent of active measures as compared to all measures	Bill Herber	<60 %	60 - 80 %	>80 %	100 %	Green	09/30/2016	▲	
SP6.F	Number of Improvement plans	# of Improvement plans communicated at QTR	Bill Herber	<3	3 - 4	>4	8	Green	09/30/2016	▲	