

FISH and WILDLIFE, DEPARTMENT of
Annual Performance Progress Report (APPR) for Fiscal Year (2010-2011)

Original Submission Date: 2011

Finalize Date: 10/4/2011

2010-2011 KPM #	2010-2011 Approved Key Performance Measures (KPMs)
1	Hunting License Purchases - Percent of the license buying population with hunting licenses and/or tags
2	Angling License Purchases - Percent of the license buying population with angling licenses and/or tags.
3	Oregon Listed Species - Percent of species listed as threatened or endangered under the Oregon Endangered Species Act that have been delisted in the last year.
4	Coho Hatchery Fish - Percent of hatchery coho surviving from smolt to adult.
5	Commercial Fisheries - Personal income in millions generated from commercial fishery landings.
6	Wildlife Damage - Number of wildlife damage complaints addressed annually.
7	Oregon Species of Concern - Percent of fish species of concern (listed as threatened, endangered, or sensitive) being monitored
8	Oregon Species of Concern Percent of wildlife species of concern (listed as threatened, endangered, or sensitive) being monitored.
9	Decreasing the Number of Unscreened Water Diversions - Number of unscreened priority water diversions.
10	Customer Service - Percent of customers rating their overall satisfaction with the agency above average or excellent. Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent" for timeliness, accuracy, helpfulness, expertise and availability of information.
11	Boards and Commissions - Percent of total best practices met by the Department of Fish and Wildlife, State Fish and Wildlife Commission.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2011-2013
	Title: Rationale:

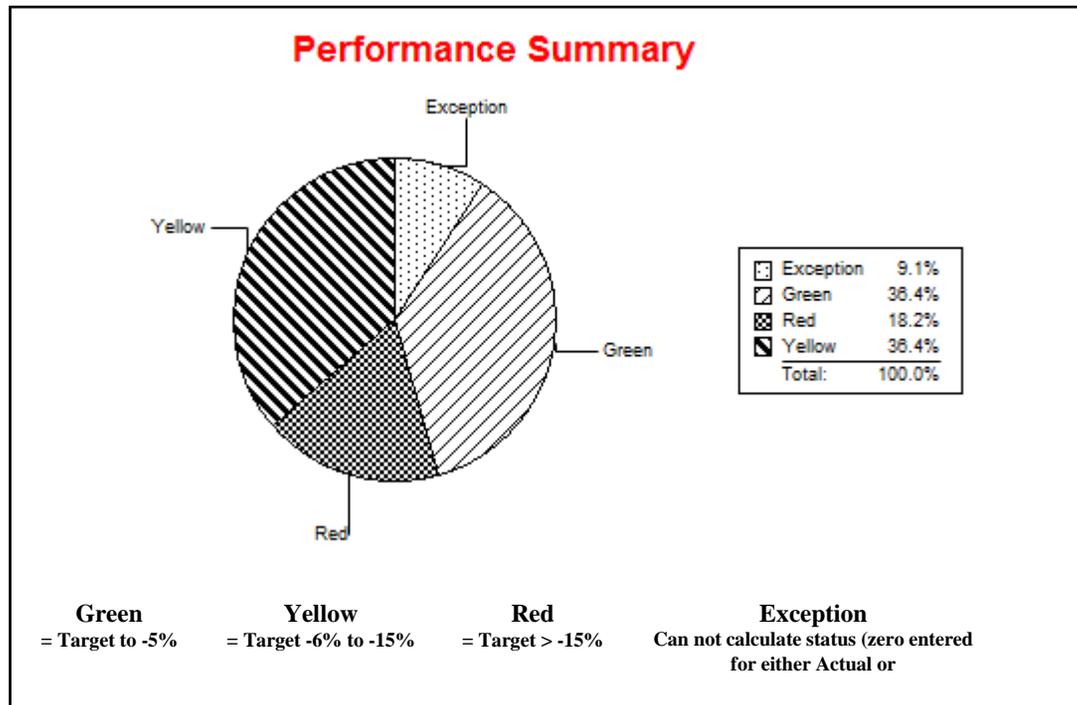
Agency Mission: To protect and enhance Oregon's fish and wildlife and their habitats for use and enjoyment by present and future generations.

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1. SCOPE OF REPORT

Most general programs or activities are considered directly or indirectly by agency performance measures including: fish management, game management, hatchery production, marine resources, screens and passage, wildlife diversity, wildlife damage, habitat, and many others that are less directly linked. For a comprehensive account of ODFW accomplishments and activities, the agency web page should be reviewed at <http://www.dfw.state.or.us>.

Agency divisions and functions not addressed directly include: Administrative Services Division (Fiscal Services, Contract Services, License Services, and Budget Services), Information Systems Division, Human Resources Division, and rulemaking.

2. THE OREGON CONTEXT

Oregon's societal needs or desired outcomes are stated in the agency's mission statement: "To protect and enhance Oregon's fish and wildlife and their habitats for the use and enjoyment of present and future generations."

There are several Benchmarks that relate to the agency's mission. Benchmarks related to conservation include those linked to species at risk, such as Benchmarks 86, 87, and 88. Benchmarks related to state and local economies include those linked to income and employment such as Benchmarks 1, 4 and 11. The agency works with a wide range of partners including state agencies, local governments, businesses and non-governmental partners. Benchmarks can be accessed at <http://benchmarks.oregon.gov>.

3. PERFORMANCE SUMMARY

ODFW implements programs that influence the Oregon Benchmarks and Key Performance Measures (KPMs.) The 2011 Legislature deleted 3 KPMs (#3, 4, and 5). With those changes, ODFW currently has 8 Key Performance Measures. One of those (#10) is reported on even-numbered years and thus is not updated for this report. The agency is meeting or exceeding targets for about 43% (3 of 7) of its KPMs reported during this period. Another 43% (3 of 7) of its KPMs are slightly below target, while 14% (1 of 7) fall below targeted levels. In recognition of their importance as metrics for performance, the ODFW leadership team has spent substantial time reviewing KPMs and will be proposing additional KPMs for 2012.

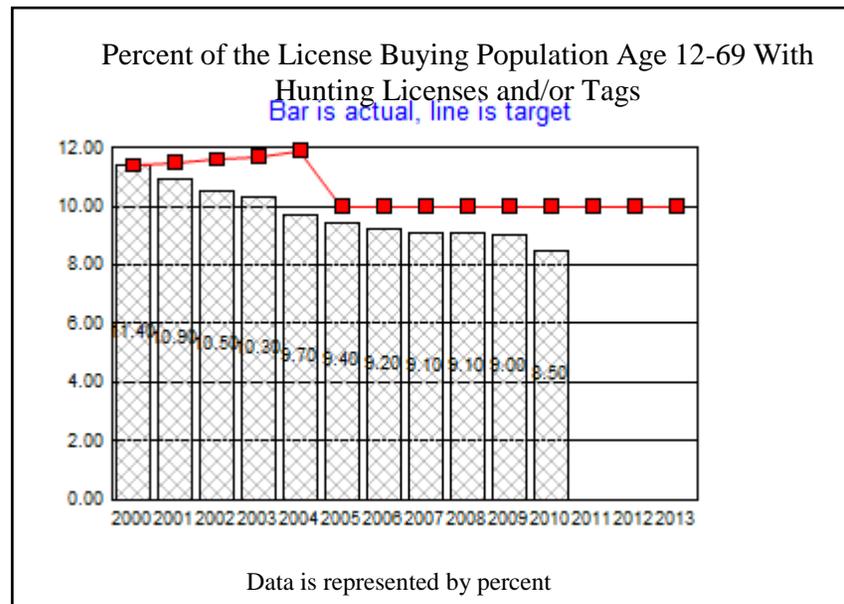
4. CHALLENGES

The agency faces challenges to the management of fish and wildlife and their habitats in the context of a changing environment. There are a number of factors that affect the agency's ability to meet its targets. These include changing climate conditions, natural species population variability, habitat loss, water use, and development pressures. These external and environmental factors are largely out of the agency's control.

5. RESOURCES AND EFFICIENCY

The Legislatively Adopted Budget for ODFW for 2011-13 is \$320 Million. ODFW has undertaken a variety of new projects related to Oregon's fish and wildlife resources.

KPM #1	Hunting License Purchases - Percent of the license buying population with hunting licenses and/or tags	2000
Goal	Hunting license purchases are directly related to the agency mission; "To protect and enhance Oregon's fish and wildlife and their habitats for use and enjoyment by present and future generations."	
Oregon Context	License purchases are an indicator of participation in hunting activities.	
Data Source	ODFW license database and Portland State University Population Research Center Population Report	
Owner	ODFW, Administrative Services Division, Aaron Jenkins, (503) 947-6158	



1. OUR STRATEGY

The agency maintains game population levels to satisfy goals related to wildlife conservation and recreational opportunities. To help meet this goal, cooperative activities of the Access and Habitat Program are focused on improving habitat quality and access to private lands to provide hunting opportunities for the public.

2. ABOUT THE TARGETS

The original targets for this KPM anticipated growth in participation. In 2005 a more realistic target was adopted. The target is set at 10% of the state resident population with hunting licenses or tags.

3. HOW WE ARE DOING

When measured in proportion to the growing state population, participation in hunting is declining in Oregon. Since 2000, the participation rate for hunting has declined from 11.4% to 8.5% of the State population ages 12 to 69.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The quality of recreational opportunities that the State provides is reflected in part by license sales. However, many social factors also affect the level of participation such as tastes and preferences and state population demographics. Causes of the variance may include but are not limited to: (1) state population increases are greater in urban than rural areas (rural residents are more likely to hunt), (2) hunter population is aging, and (3) tastes and preferences are changing to favor other forms of recreation.

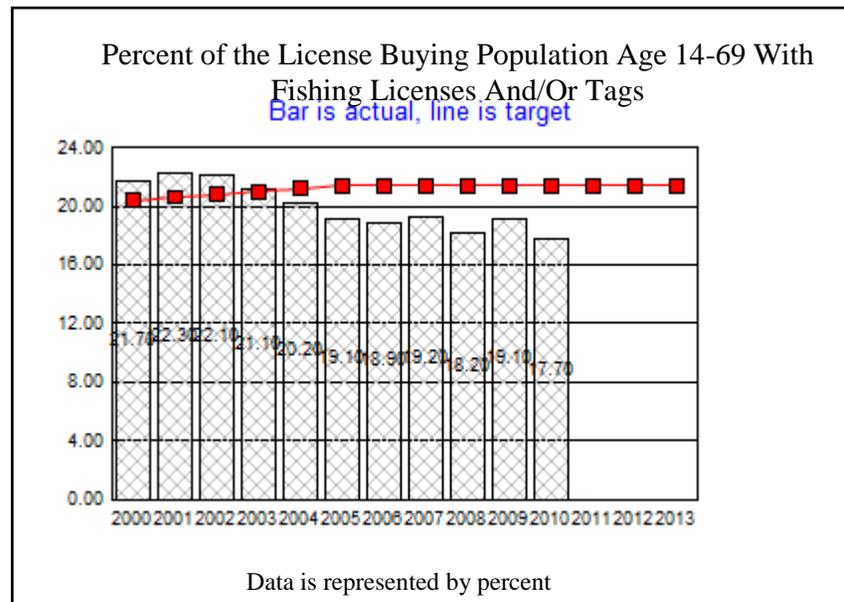
6. WHAT NEEDS TO BE DONE

The agency will continue to maintain terrestrial game species at levels needed to satisfy statewide goals related to wildlife conservation and recreational opportunities. Within biological constraints, the agency also seeks to improve the quality of hunting experiences according to hunter preferences. The agency must continue the Access and Habitat Program, a cooperative program between landowners, hunters, and ODFW aimed at increasing the amount and quality of wildlife habitat, and increasing hunter access to private lands. The agency will also continue its efforts to recruit new hunters and to retain existing participants through outreach, education, and marketing.

7. ABOUT THE DATA

Data are reported by calendar year. The license data are from the ODFW license database annual reports. Population data are from the Portland State University Population Research Center Annual Population Report and Tables.

KPM #2	Angling License Purchases - Percent of the license buying population with angling licenses and/or tags.	2000
Goal	Angling license purchases are directly related to the ODFW mission, "To protect and enhance Oregon's fish and wildlife and their habitats for use and enjoyment by present and future generations."	
Oregon Context	License purchases are an indicator of participation in angling activities.	
Data Source	ODFW license database and Portland State University Population Research Center Population Report	
Owner	ODFW, Administrative Services Division, Aaron Jenkins, (503) 947-6158	



1. OUR STRATEGY

The agency maintains and enhances fish population levels to satisfy goals related to conservation and recreational opportunities. To help meet this end, hatcheries are utilized for stocking of anadromous species and trout.

2. ABOUT THE TARGETS

The original targets anticipated growth. In 2005, a more realistic target was set at a stable 21.4% of the state resident population.

3. HOW WE ARE DOING

When measured in proportion to growing state population, participation in angling in Oregon is declining. Since 2000, the participation rate for angling has declined from 21.7% to 17.7% of the state population ages 14 to 69.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

The number of licensed anglers is an indication of the quality of recreational opportunities that the state provides. Although fish abundance is a major factor, social factors such as tastes and preferences and state population demographics also affect participation in angling.

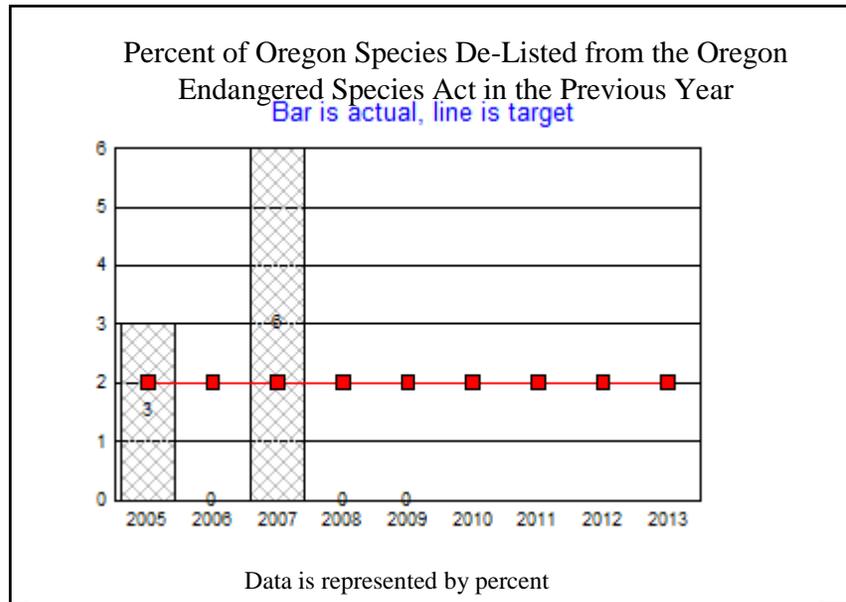
6. WHAT NEEDS TO BE DONE

The agency will continue to maintain and enhance game fish species at levels needed to satisfy the statewide goals related to conservation and recreational opportunities. Within biological constraints, the agency also seeks to improve the quality of angling experiences by considering angler preferences and improving angler access. The agency will also continue its efforts to recruit new participants and retain existing participants through education, outreach, and marketing efforts.

7. ABOUT THE DATA

Data are reported by calendar year. The license data are from the ODFW license database annual reports. Population data are from the Portland State University Population Research Center Annual Population Report and Tables.

KPM #3	Oregon Listed Species - Percent of species listed as threatened or endangered under the Oregon Endangered Species Act that have been delisted in the last year.	2005
Goal	Approved for deletion by 2011 Legislature. This KPM relates to the ODFW mission through its conservation of threatened and endangered species.	
Oregon Context	The measure is related to OBMs 86, 87 and 88, percent of monitored freshwater, marine, and terrestrial vertebrate species not at risk.	
Data Source	Oregon list of endangered and threatened species	
Owner	ODFW, Wildlife Division, Eric Rickerson (503) 947-6311 and Fish Division, Joy Vaughan (503) 947-6254	



1. OUR STRATEGY

Related activities include population monitoring, fish passage, harvest management, habitat management, conservation, and restoration. The Oregon Conservation Strategy and the Oregon Plan for Salmon and Watersheds are comprehensive state efforts to conserve Oregon’s fish and wildlife. The Oregon Conservation Strategy involves the use of

voluntary incentives that are related to many of these activities and includes public, nonprofit and private partners.

2. ABOUT THE TARGETS

The targets indicate progress toward improving the condition of state listed endangered and threatened wildlife and fish populations. The annual percent change is the best way to express the information, recognizing that historical changes due to delistings have been infrequent.

3. HOW WE ARE DOING

Delisting is generally a slow process that requires reversal of population trends. These trends were often established over decades with causes related to habitat degradation, overharvesting, or invasive species. Since the relevant timeframe may be decades rather than years, it is difficult to measure progress in achieving the targets.

4. HOW WE COMPARE

Data for other western states is not readily available but is expected to be similar.

5. FACTORS AFFECTING RESULTS

Historically, the number of listed species has changed slowly. The reversal of population trends requires modification of factors that originally caused the threat of extinction and subsequent listing of species. Often habitat degradation or other factors that affect population abundance cannot be readily modified due to potential impacts on activities such as power generation or agriculture. The interplay of these factors is complex and long-term.

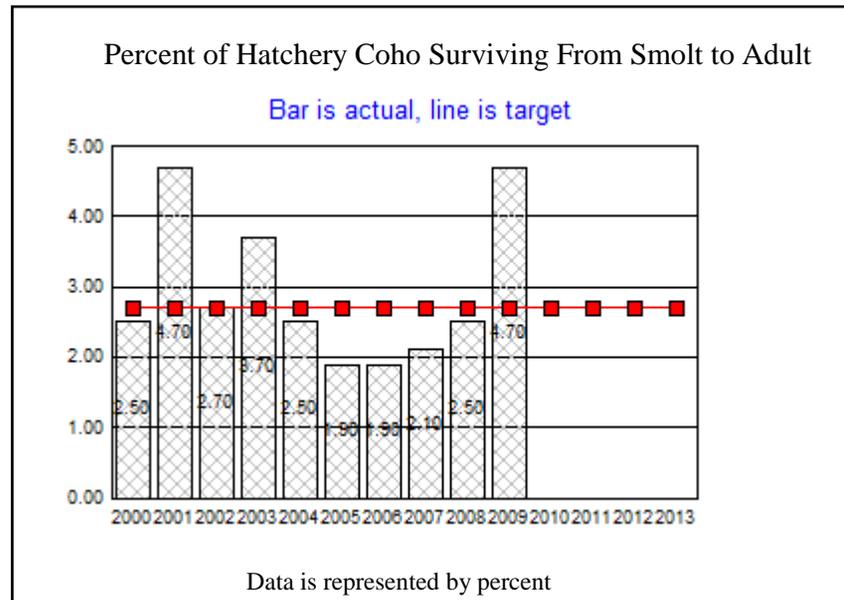
6. WHAT NEEDS TO BE DONE

The agency will continue to work toward solutions to address the root causes of declines in the populations of endangered and threatened species and to monitor population levels. Often these factors are related to degradation or loss of habitat. In particular, the agency needs to continue implementation of the Oregon Conservation Strategy and the Oregon Plan for Salmon and Watersheds.

7. ABOUT THE DATA

These data are collected an annual basis from records of the Oregon Fish and Wildlife Commission meetings. The relevant timeframe is likely to be much longer.

KPM #4	Coho Hatchery Fish - Percent of hatchery coho surviving from smolt to adult.	2000
Goal	Approved for deletion by 2011 Legislature. The measure is directly related to providing recreational benefits to licensed anglers and the agency's mission, "To protect and enhance Oregon's fish and wildlife and their habitats for use and enjoyment by present and future generations."	
Oregon Context	ODFW seeks to improve fish returns through appropriate stocking and management strategies.	
Data Source	ODFW, Fish Division, coded wire tag and landings data from commercial and recreational fisheries	
Owner	ODFW, Fish Division, Charles Corrarino (503) 947-6213	



1. OUR STRATEGY

Stages from egg to smolt are cultured in agency hatcheries and released into rivers. Adults are fished in the ocean, estuaries and rivers by recreational anglers and to a lesser

degree commercial fishers. Our strategy is to manage fisheries and instream flows to maximize fish survival through all stages of the life cycle and to improve adult returns. The relative success of coho stocking contributes directly to use and enjoyment of angling license holders and commercial fishing revenues. The agency seeks to improve smolt survival to adulthood through appropriate stocking and management strategies.

2. ABOUT THE TARGETS

The target for this measure is to achieve a long-term average survival of 2.7%. This target was based on survival data in the last 25 years.

3. HOW WE ARE DOING

Relative to the 25-year average of 2.7%, coho survival has been near or above this level between 2000 and 2004. After a three-year dip, the most recent years have again approached or exceeded the long-term average. Environmental influences such as ocean temperatures and food availability play a major role, often the most important role, in the level of observed survival.

4. HOW WE COMPARE

Comparison between hatchery operations and smolt survival is difficult due to site specific conditions.

5. FACTORS AFFECTING RESULTS

Environmental factors, especially ocean conditions, dictate hatchery coho survival. Years with relatively low survival during the 1990s were the result of poor ocean conditions. Ocean conditions have been more favorable for the fish returning this previous year.

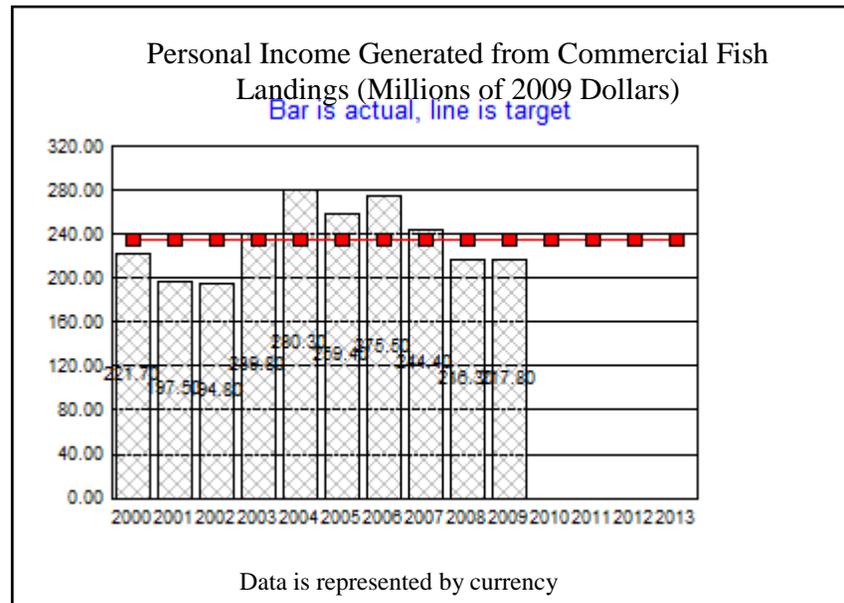
6. WHAT NEEDS TO BE DONE

ODFW will continue to explore strategies that enhance survival, to improve agency understanding of the underlying factors related to stocking success, and research the relationship of hatchery fish to naturally occurring populations. As part of these efforts the Hatchery Research Center will investigate factors related to these concerns such as the proper role of hatcheries.

7. ABOUT THE DATA

These data are reported by calendar year and are derived from the 2010 Salmon Preseason Report I by the Pacific Fishery Management Council.

KPM #5	Commercial Fisheries - Personal income in millions generated from commercial fishery landings.	2000
Goal	Approved for deletion by 2011 Legislature. The measure is directly related to ODFW mission, "To protect and enhance Oregon's fish and wildlife and their habitats for use and enjoyment by present and future generations."	
Oregon Context	Linked to several economic benchmarks including OBM 1-Employment in rural Oregon, OBM 4-Job growth total and OBM 11-Per capita income.	
Data Source	ODFW fish ticket information and data analysis	
Owner	ODFW, Administrative Services Division, Christine Broniak, (503) 947-6161	



1. OUR STRATEGY

Effective conservation and management are needed to ensure the long-term productive potential of fish populations. Agency actions to conserve fish populations and to stock salmon enhance commercial fishing opportunities. The fishing industry also depends on a responsive regulatory climate requiring special attention to communication between the

agency and industry.

2. ABOUT THE TARGETS

The target level is identified as the average personal income for the last 10 years (2000 to 2009). Inflation is accounted for by using an index, the Gross Domestic Product deflator, to convert nominal dollars to real dollars and to update the target to an average of real dollars for the previous 10 years. 2009 data are preliminary.

3. HOW WE ARE DOING

Recent personal income impact levels are below the 10-year average.

4. HOW WE COMPARE

Direct comparisons are difficult to make between different state commercial fisheries due to different resource endowments and other site specific factors.

5. FACTORS AFFECTING RESULTS

Although effective management is required to maintain fisheries, environmental conditions also play an important role in marine fishery production. Environmental conditions such as ocean temperatures affect the distribution and abundance of many commercial fish species. Commercial landings vary with these environmental changes.

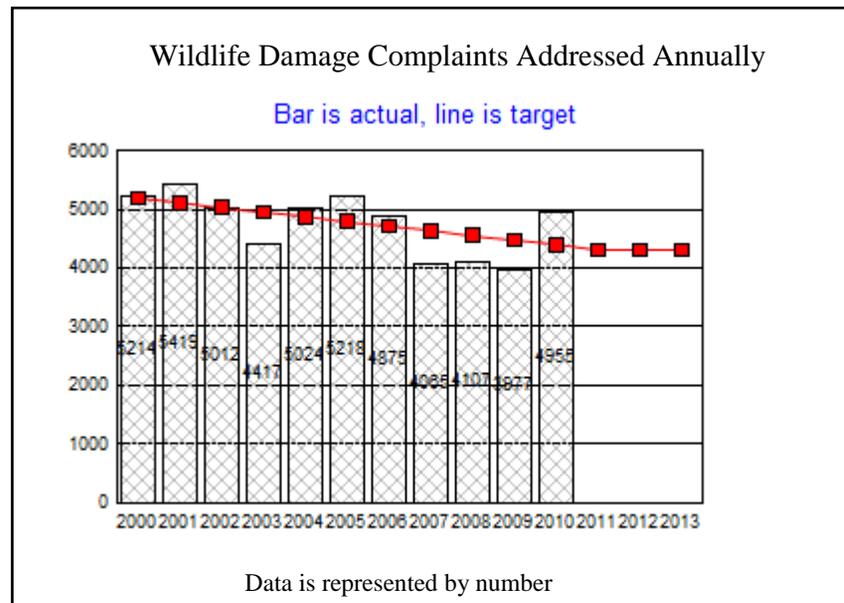
6. WHAT NEEDS TO BE DONE

Interdisciplinary approaches are needed to improve the profitability of commercial fisheries while conserving the fishery resource.

7. ABOUT THE DATA

Data are reported by calendar year and are derived from reviews of fisheries conducted by the Research Group under contract with ODFW. An input/output model is used to determine personal income resulting from commercial landings in Oregon.

KPM #6	Wildlife Damage - Number of wildlife damage complaints addressed annually.	2000
Goal	To reduce wildlife damage and associated complaints.	
Oregon Context	To reduce negative impacts on livestock ranches and private property.	
Data Source	ODFW, Wildlife Division damage complaint database	
Owner	ODFW, Wildlife Division, Eric Rickerson (503) 947-6311, Tom Thornton (503) 947-6310	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

Lower numbers of damage complaints allow the reader to infer that damage issues are being addressed and cooperative solutions to wildlife damage complaints have been identified and are effective.

3. HOW WE ARE DOING

The total number of complaints has varied from a low of 3,977 in 2009 to the highest level of 5,419 in 2001. There is no clear trend between 2000 and 2010, although the annual numbers have remained near the average of approximately 5,000 per year. Future reporting might concentrate on specific categories of damage for consistency, interpretation of variance, and trends.

4. HOW WE COMPARE

Since this is a state specific measure it is not possible to make comparisons to adjacent states.

5. FACTORS AFFECTING RESULTS

The population levels of wildlife causing damage relative to the location of residences, ranches and farms is a major factor. Many other factors are also relevant such as weather conditions, ecological conditions and movement of people from urban to rural areas.

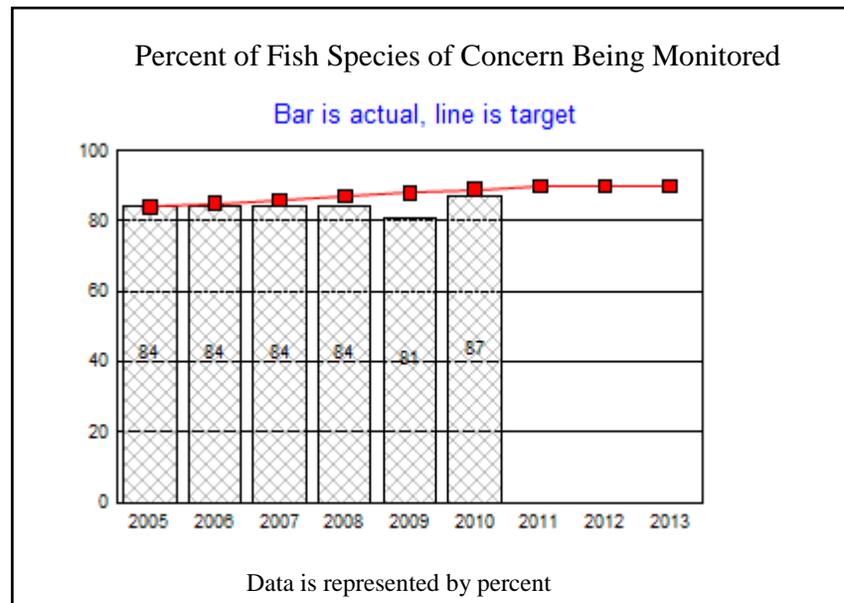
6. WHAT NEEDS TO BE DONE

ODFW personnel will continue working with landowners in both urban and rural areas to help address wildlife damage in a timely and cooperative manner.

7. ABOUT THE DATA

These data are reported by calendar year. Since all categories of damage complaints are reported, greater detail regarding specific types of damage might be obtained from the agency damage complaint database.

KPM #7	Oregon Species of Concern - Percent of fish species of concern (listed as threatened, endangered, or sensitive) being monitored	2005
Goal	The general goal of conserving threatened, endangered or sensitive fish and wildlife species.	
Oregon Context	Goal is linked to OBM 86-percent of monitored freshwater species not at risk	
Data Source	Oregon list of endangered, threatened and sensitive fish species	
Owner	ODFW, Fish Division, Joy Vaughan (503) 947-6254	



1. OUR STRATEGY

Monitoring of population trends and relationships between fish populations and environmental factors are the basis of future management decisions. The Oregon Conservation Strategy is related to these efforts and includes public, nonprofit and private partners.

2. ABOUT THE TARGETS

Targets provide expectations of steady increases in the proportion of populations monitored. This is a relatively new measure without historical context so the target is still being evaluated. The specific activities and goals associated with different monitoring efforts are not considered by the target. In addition, monitoring all species might not be the best use of limited agency resources, especially when there is a need for concentrated monitoring effort due to priorities or emergencies.

3. HOW WE ARE DOING

A relatively large proportion of fish species of concern are currently monitored by ODFW. The actual activities such as the associated types of monitoring, timeframe, and purpose of monitoring are additional factors not addressed by this measure. Collaborative projects where ODFW is not the lead entity conducting the monitoring are not included in this measure. Because of resource constraints there are uncertainties related to species' status. The level of certainty at the current level of monitoring is another factor that is not considered by this measure.

4. HOW WE COMPARE

Monitoring efforts in other states are likely to be similar, but each state's circumstances are different. This makes direct comparisons difficult.

5. FACTORS AFFECTING RESULTS

The actual level and types of data collected, timeframe, context of threats and species status are factors related to prioritization of monitoring efforts. Given these factors, the actual level of monitoring and dedicated resources could increase without an increase or an actual decrease in number of species monitored.

6. WHAT NEEDS TO BE DONE

The agency will continue to seek funding sources that will allow for increased monitoring of these fish species.

7. ABOUT THE DATA

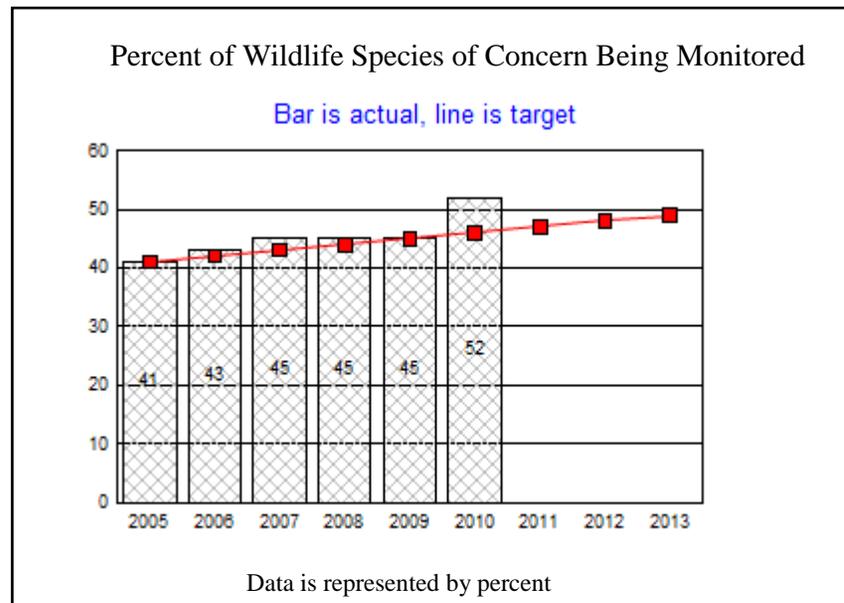
These data are provided by agency personnel from their knowledge of monitoring on an ongoing basis. Lists of threatened and endangered species can be found at:

http://www.dfw.state.or.us/wildlife/diversity/species/threatened_endangered_candidate_list.asp

Lists of sensitive species can be found at:

http://www.dfw.state.or.us/wildlife/diversity/species/sensitive_species.asp

KPM #8	Oregon Species of Concern Percent of wildlife species of concern (listed as threatened, endangered, or sensitive) being monitored.	2005
Goal	The general goal of conserving threatened, endangered or sensitive fish and wildlife species.	
Oregon Context	Goal linked to OBM 88-percent of monitored terrestrial species not at risk.	
Data Source	Oregon list of endangered, threatened and sensitive species	
Owner	ODFW, Wildlife Division, Art Martin (503) 947-6082 and Martin Nugent (503) 947-6309	



1. OUR STRATEGY

Monitoring of population trends and relationships between wildlife populations and environmental factors are the basis of future management decisions. The Oregon Conservation Strategy is related to these efforts and includes public, nonprofit and private partners.

2. ABOUT THE TARGETS

Targets provide expectations of steady increases in the proportion of populations monitored. This is a relatively new measure without historical context, so the target is still being truthed. The activities and goals associated with different monitoring efforts are not considered by the target. In addition, monitoring all species might not be the best use of limited agency resources, especially when there is a need for concentrated effort due to priorities or emergencies.

3. HOW WE ARE DOING

The actual activities such as the associated types of monitoring, timeframe and purpose of monitoring are additional factors not addressed by this measure. Because of resource constraints there are uncertainties related to species' status. The level of certainty at the current level of monitoring is another factor that is not considered by this measure.

4. HOW WE COMPARE

Monitoring efforts in other states are likely to be similar, but each state's circumstances are different. This makes direct comparisons difficult.

5. FACTORS AFFECTING RESULTS

The actual level and types of data collected, timeframe, context of threats and species status are factors related to prioritization of monitoring efforts. Given these factors, the actual level of monitoring and dedicated resources could increase without an increase or an actual decrease in number of species monitored.

6. WHAT NEEDS TO BE DONE

The agency will continue to seek funding sources that will allow for increased monitoring of these wildlife species.

7. ABOUT THE DATA

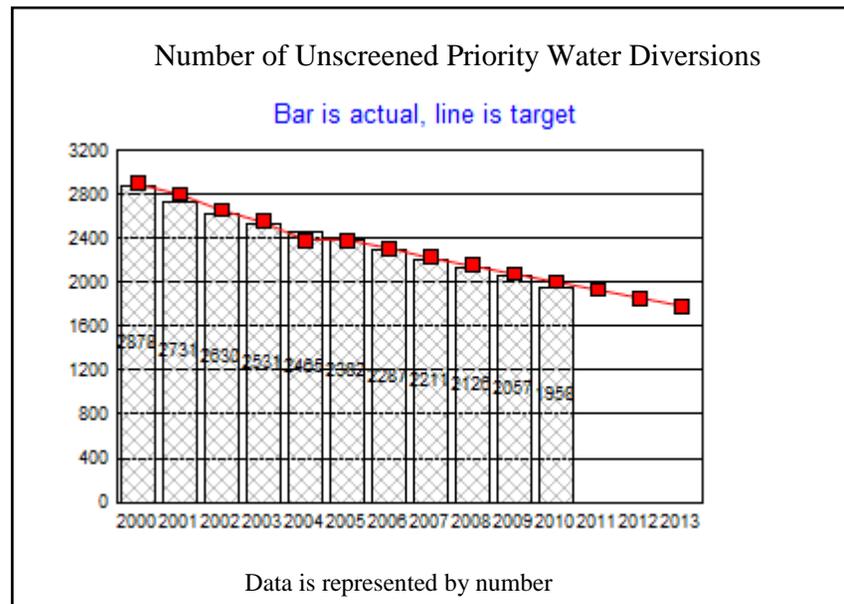
These data are provided by agency personnel from their knowledge of monitoring on an ongoing basis. Lists of threatened and endangered species can be found at:

http://www.dfw.state.or.us/wildlife/diversity/species/threatened_endangered_candidate_list.asp

Lists of sensitive species can be found at:

http://www.dfw.state.or.us/wildlife/diversity/species/sensitive_species.asp

KPM #9	Decreasing the Number of Unscreened Water Diversions - Number of unscreened priority water diversions.	2000
Goal	Improving survival of migrating salmon and steelhead and other fish inhabiting adjacent areas	
Oregon Context	Reducing the mortality of fish caused by entering irrigation diversions, linked to OBM 86, percent of freshwater species not at risk	
Data Source	Fish Screening and Passage Program annual information	
Owner	ODFW, Fish Division, Fish Screening and Passage Program, Ray Hartlerode (503) 947-6215 and Lisa Kingsley (503) 947-6224	



1. OUR STRATEGY

The measure is linked to the goal of improving survival rates of migrating salmon and steelhead, and improving fish habitat by decreasing the number of unscreened priority water diversions.

2. ABOUT THE TARGETS

The number of unscreened diversions decreases over time as diversions are screened.

3. HOW WE ARE DOING

Reducing the number of unscreened diversions will decrease fish mortality. This should contribute directly to freshwater fish population health. The program has generally met and at times exceeded targets throughout the time period.

4. HOW WE COMPARE

Screening efforts in other western states are likely to be similar but not directly comparable to Oregon given their unique water withdrawals and the number of waterways affected.

5. FACTORS AFFECTING RESULTS

The number of screens installed in each of the last five years has exceeded the targeted decrease in unscreened priority water diversions.

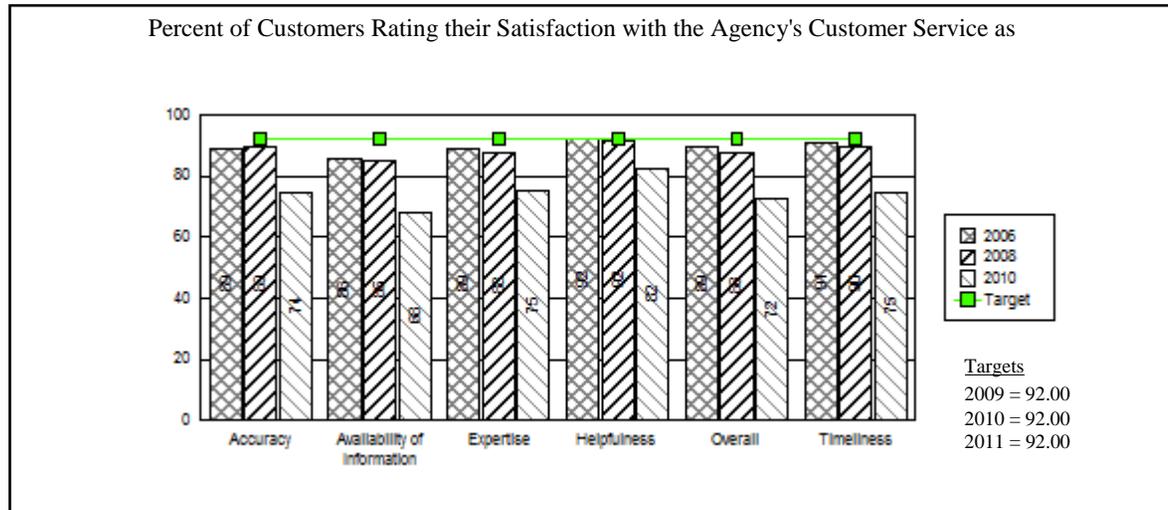
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

Data are reported by calendar year from records of the screens and passage program.

KPM #10	Customer Service - Percent of customers rating their overall satisfaction with the agency above average or excellent. Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent" for timeliness, accuracy, helpfulness, expertise and availability of information.	2006
Goal	To provide greater accountability and results from government by delivering service that satisfies customers.	
Oregon Context	To maintain and improve the following category ratings of agency service: overall quality of services, timeliness, accuracy, helpfulness, expertise and availability of information.	
Data Source	ODFW survey of commercial license holders, people filing wildlife damage reports, landowner preference program participants, and counter customers conducted every two years.	
Owner	ODFW Administrative Services Division, Aaron Jenkins (503) 947-6158	



1. OUR STRATEGY

The groups sampled in this survey are diverse, both with respect to interests and needs. The general strategy is to utilize feedback to address cited problems and improve the general level of service to ODFW constituents.

2. ABOUT THE TARGETS

We have set a target slightly over our current performance levels in order to establish a goal for improvement of customer service. Currently all six measures are represented in the adjacent graphic.

3. HOW WE ARE DOING

Satisfaction with the agency's customer service as "good" or "excellent" ranged from 68.3% to 82.1% for all six categories. The marked decline in customer satisfaction could be due, in part, to a change in the method of survey. In 2010, the survey method changed to an online survey format where customers completed surveys in response to postcards directing them to a website. Response rates went from around 30% using the mailing method to 14.8% for the online survey. Future surveys could replicate this method in order for ODFW to evaluate changes from this 2010 baseline. Under both survey methods, the category "Availability of Information" continues to be the lowest ranked in the survey results, so it appears that improvement is needed in this category. "Helpfulness" is always the highest ranked category.

4. HOW WE COMPARE

ODFW's customer satisfaction numbers are on par with most other agencies. Each agency faces a unique situation in serving its customers, with varying workloads and complexity of transactions.

5. FACTORS AFFECTING RESULTS

The online survey format likely attracted more of the respondents who were particularly unhappy with ODFW service and management because the method required slightly more effort on the part of the customer than the mail survey. Discontent could be a motivation for completing the survey. There also was not a safeguard against customers filling out more than one online survey. Methodology will be reviewed in the 2012 survey to see if these problems may be addressed.

6. WHAT NEEDS TO BE DONE

Specific feedback will be further reviewed to improve services. One specific area to improve is information availability.

7. ABOUT THE DATA

The agency plans to collect these data every two years.

- a) Survey name: "ODFW Customer Service Survey"
- b) Surveyor: Conducted by ODFW staff
- c) Date conducted: Mailed on July 1, 2010 with all surveys received by July 25, 2010;

d) Sampling frame: The sample frame was restricted to resident customers that had service (had contact with ODFW staff) during the 2009 calendar year. Customer addresses were obtained from ODFW databases for the following four populations,

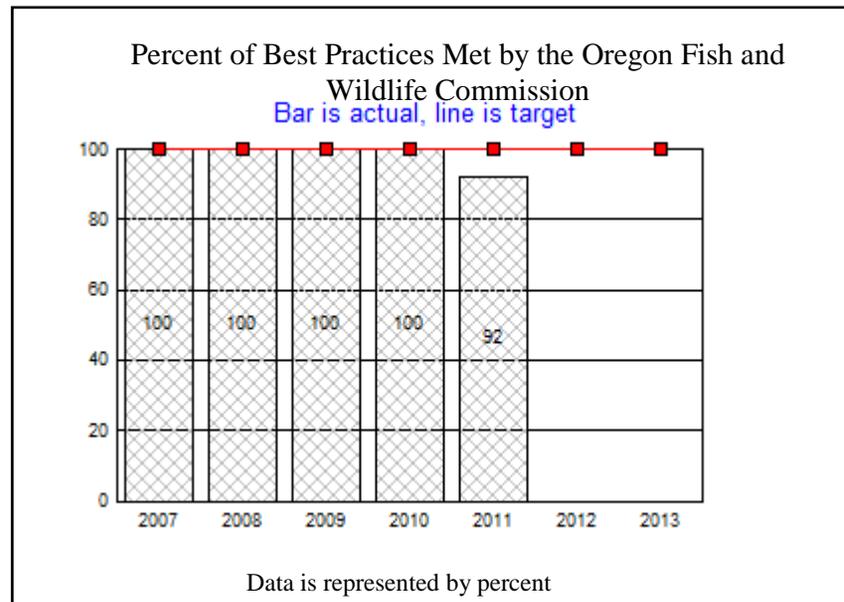
- (1) Commercial license holders (fishing permits, fishing license, and fur taker licenses)
- (2) People who had filed wildlife damage or sighting reports
- (3) Landowners enrolled in the Landowner Preference Program (LOP), and
- (4) Sport license holders who made purchases through an ODFW office.

e) Sampling procedure: Samples were selected in accordance with standard probability sampling formulae for a stratified random sampling design. Sampled customers were contacted via a single mailing that consisted of a postcard directing them to one of four websites, depending on which survey group they belonged.

f) Sample characteristics: The target margin of error for this survey was ± 5 percentage points with 95% confidence. In other words, the true proportions for the population proportions answering "Excellent", "Good", "Fair", "Poor", or "Don't Know" for each question were simultaneously to be within the confidence interval around the estimated proportion with a confidence level of 0.95 (i.e., $\alpha=0.05$). A potentially low response rate was anticipated and accommodated for by inflating the required sample sizes. The actual response rate was 14.8%.

g) Weighting: Each customer was given equal weight no matter which group they belonged to.

KPM #11	Boards and Commissions - Percent of total best practices met by the Department of Fish and Wildlife, State Fish and Wildlife Commission.	2007
Goal	To improve service and accountability to the public by evaluating commission adherence to best management practices.	
Oregon Context	Improve governance of bodies such as state boards and commissions.	
Data Source	Annual self-review of practices by commission members. Utilize feedback to take corrective actions and encourage commission members to take part in training sessions.	
Owner	ODFW, Administrative Services Division, Aaron Jenkins, (503) 947-6158	



1. OUR STRATEGY

To assess current and develop future commission activities according to best practices guidelines. The process will be used to clarify and communicate visions and ideas on the

“ideal” commission practices and to evaluate opportunities to change processes to meet these goals.

2. ABOUT THE TARGETS

As ODFW has been meeting the criteria, the target will remain at 100%. Efforts will be made to improve processes to meet and exceed the criteria.

3. HOW WE ARE DOING

The majority of the 15 best practices are currently met in some form. Some members thought the Commission could be doing more in terms of being involved with ODFW's key communications, meeting with other governmental bodies, and participating in workshops or other training. Some members expressed interest in having more discussion to review best practices prior to the annual performance progress report.

4. HOW WE COMPARE

Other boards and commissions have practices that vary widely; it is likely that at least a few other boards have the majority of their best practices met.

5. FACTORS AFFECTING RESULTS

Many of the best practices are met by routine commission activities. Keeping on schedule for these activities will allow the commission to continue to meet these practices.

6. WHAT NEEDS TO BE DONE

The self-assessment process allows the Commission to think about how its activities meet best practices standards. With this information in mind, improvements can be made where they are identified.

7. ABOUT THE DATA

The data are reported for fiscal year 2011. Commission members were asked to fill out a survey of 15 questions. Five of seven commission members completed the survey.

FISH and WILDLIFE, DEPARTMENT of	III. USING PERFORMANCE DATA
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Agency Mission: To protect and enhance Oregon's fish and wildlife and their habitats for use and enjoyment by present and future generations.

Contact: W. Aaron Jenkins, Economist	Contact Phone: 503.947.6158
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The following questions indicate how performance measures and data are used for management and accountability purposes.

<p>1. INCLUSIVITY</p>	<p>* Staff : The Directors office and Executive Leadership Team developed and finalized several of the 05-07 performance measures while wildlife and fisheries staff provide relevant data and advice concerning data</p> <p>* Elected Officials: Elected Officials: Legislators added several 05-07 measures directly and have approved the deletion of three KPMs in the FY 2011 session.</p> <p>* Stakeholders: None</p> <p>* Citizens: None</p>
<p>2 MANAGING FOR RESULTS</p>	<p>The agency has undertaken several internal and external initiatives such as crab pot limits, the mule deer initiative, an updated cougar management plan, recovery planning for selected native fish populations, Diamond Lake restoration, and development of a new Point of Sale system for license vendors. Successful implementation of these efforts will indirectly impact performance measures.</p>
<p>3 STAFF TRAINING</p>	<p>Performance measures touch many programs and agency priorities. Staff are versed in the desired outcomes of their particular programs and are updated on the progress of the programs. For example, the screens and passage program staff report on the number of screens installed each year and the hunting and angling education staff are aware of the juvenile licenses and tags sold. Customer service staff receive the feedback from the customer service survey (KPM 10.) However, there is no uniform training provided for all staff members.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff : Web page to communicate ongoing agency progress across divisions.</p> <p>* Elected Officials: Budget documents to relate agency progress for topics of special interest to elected officials.</p> <p>* Stakeholders: Web page and budget document to provide general agency information.</p>

	* Citizens: Web page to provide general agency information.
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