

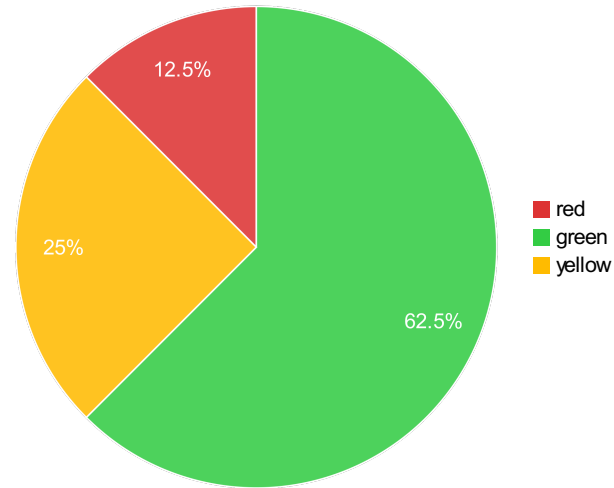
Fish and Wildlife, Department of

Annual Performance Progress Report

Reporting Year 2019

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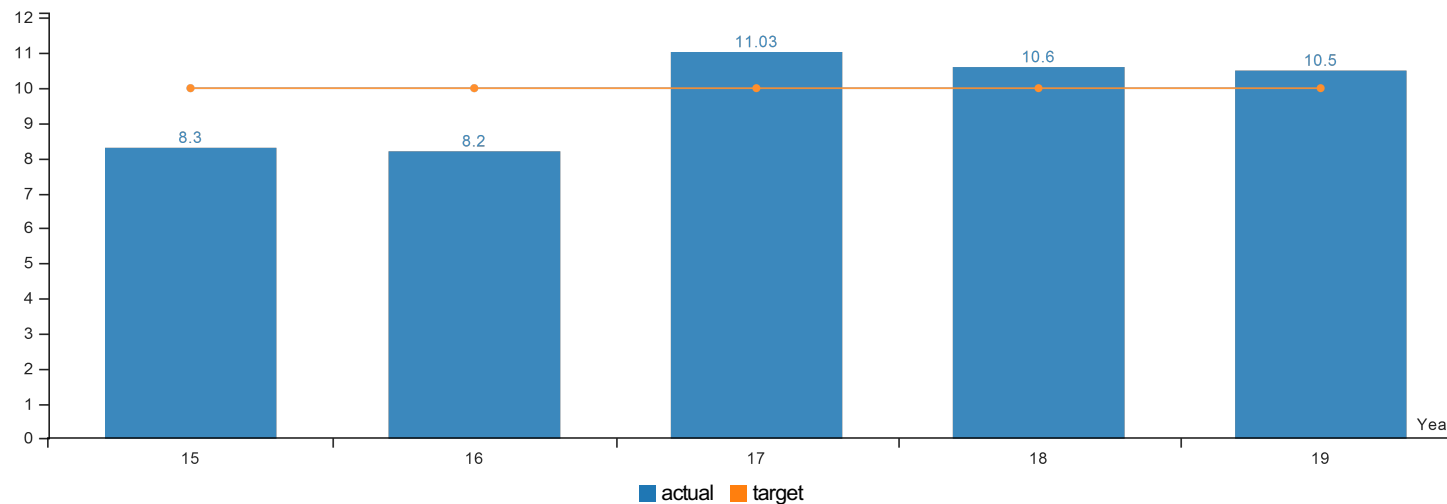
| KPM # | Approved Key Performance Measures (KPMs) |
|-------|--|
| 1 | Hunting License Purchases - Percent of the license buying population in Oregon with hunting licenses and/or tags |
| 2 | Angling License Purchases - Percent of the license buying population in Oregon with angling licenses and/or tags. |
| 3 | Wildlife Damage - Number of wildlife damage complaints addressed annually. |
| 4 | Oregon Species of Concern - Percent of fish species of concern (listed as threatened, endangered, or sensitive) being monitored |
| 5 | Oregon Species of Concern Percent of wildlife species of concern (listed as threatened, endangered, or sensitive) being monitored. - |
| 6 | Decreasing the Number of Unscreened Water Diversions - Number of unscreened priority water diversions. |
| 7 | 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. |
| 8 | Boards and Commissions - Percent of total best practices met by the Department of Fish and Wildlife, State Fish and Wildlife Commission. |



| Performance Summary | Green | Yellow | Red |
|---------------------|-----------------|----------------------|-----------------|
| | = Target to -5% | = Target -5% to -15% | = Target > -15% |
| Summary Stats: | 62.50% | 25% | 12.50% |

| | |
|--------|--|
| KPM #1 | Hunting License Purchases - Percent of the license buying population in Oregon with hunting licenses and/or tags |
| | Data Collection Period: Jan 01 - Jan 01 |

* Upward Trend = positive result



| Report Year | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|-------|-------|--------|--------|--------|
| Percent of the License Buying Population Age 12-69 With Hunting Licenses and/or Tags | | | | | |
| Actual | 8.30% | 8.20% | 11.03% | 10.60% | 10.50% |
| Target | 10% | 10% | 10% | 10% | 10% |

How Are We Doing

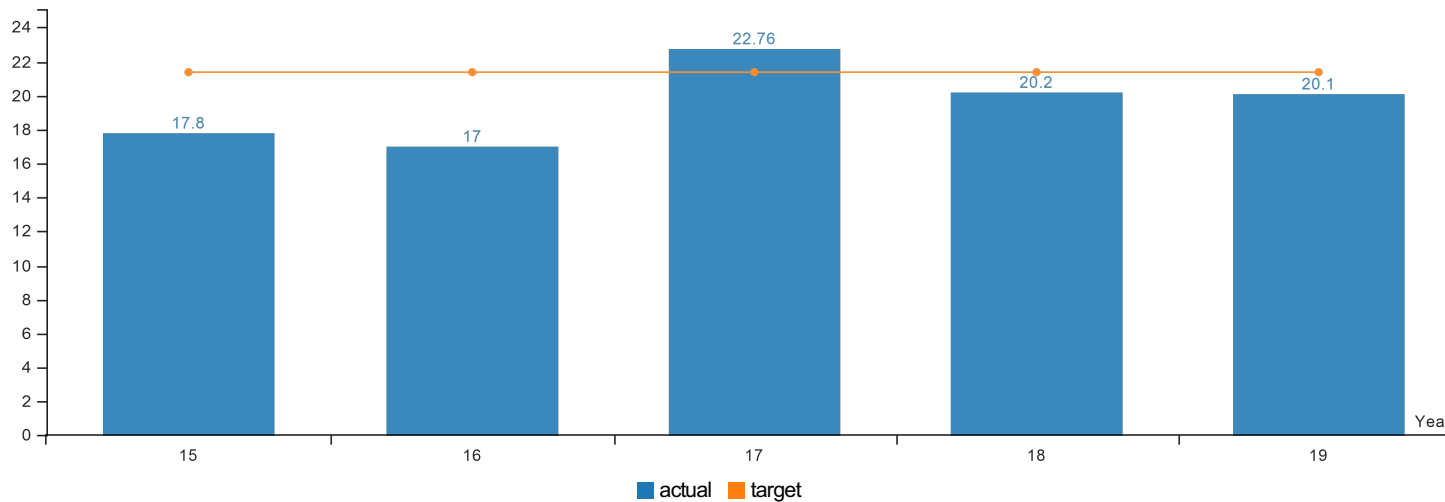
The hunting participation data is for license year 2018. For 2018, the percentage of the Oregon license-buying population (ages 12 to 69 years) participating in hunting was 10.5%, above the target level. When measured in proportion to the growth in the state population, participation in hunting has been declining in Oregon over the long and medium terms. From 2000 to 2018, the participation rate for hunting has slightly declined from 11.4% to 10.5%. The establishment of the Youth License, which confers both hunting and fishing privileges, and fuller accounting of Pioneer Combination license holders, principally explains the increases in KPM year 2017 (LY 2016).

Factors Affecting Results

Many social factors affect the level of participation, such as tastes and preferences and state population demographics. Causes of the variance in participation may include, but are not limited to: (1) state population increases have been greater in urban areas (rural residents are more likely to hunt), (2) hunter population is aging out of the sport, (3) price increases in hunting licenses and tags in license years 2004, 2010, 2016 and 2018, and (4) societal tastes and preferences are changing to favor other forms of recreation. Participation is also influenced by the quality and quantity of hunting opportunity. Populations of some game species have declined due to a variety of factors, such as: (1) landscape scale changes in habitat such as increased control of wildfires and reduced timber harvest on federal lands resulting in less early seral stage habitat, (2) invasive species such as cheatgrass and medusahead outcompeting/replacing native species that provided better forage for wildlife, (3) increased predation resulting from increased protection of bears and cougars, and now the return of wolves, (4) increased human population and development means less habitat for wildlife, particularly lower elevation winter range, (5) increased disease issues, including two old world louse species causing deer hair loss in western and more recently eastern Oregon. Reduced opportunity due to fewer available animals also contributes to the social factors because limited number of hunting tags means some hunters are not able to hunt their accustomed areas each year which may reduce interest in the sport and affect family hunting.

| | |
|--------|---|
| KPM #2 | Angling License Purchases - Percent of the license buying population in Oregon with angling licenses and/or tags. |
| | Data Collection Period: Jan 01 - Jan 01 |

* Upward Trend = positive result



| Report Year | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|--------|--------|--------|--------|--------|
| Percent of the License Buying Population Age 14-69 With Fishing Licenses And/Or Tags | | | | | |
| Actual | 17.80% | 17% | 22.76% | 20.20% | 20.10% |
| Target | 21.40% | 21.40% | 21.40% | 21.40% | 21.40% |

How Are We Doing

The fishing participation data is for calendar year 2018. In 2018, 20.1% of the state license-buying population (ages 12 to 69 years) participated in angling in Oregon. Although overall participation is relatively flat in recent years, participation in angling in Oregon has been declining when measured in proportion to the growing state population. For the period of 2000 to 2015, the participation rate for angling has decreased from 21.7% to 17.0% of the state population ages 14 to 69 (or nearly a 20% decline in the proportion of the state's angling population since 2000). The 14 to 69 years segment of Oregon's population has grown from 2.45 million in 2000 to 2.90 million in 2015. For 2016 and 2017, the new Youth License expanded the lower limit of the license-buying age to 12 years old (from 14 years old). This meant both that additional youth anglers could be counted, but also that a slightly larger proportion of Oregon's overall population would be included in the calculation.

The total number of Oregon resident anglers has been more stable through time compared to the participation rate, showing a decline of less than 5% since 2000. Although angling participation rates have been stable over the last six years, they remain below the target level of 21.4%.

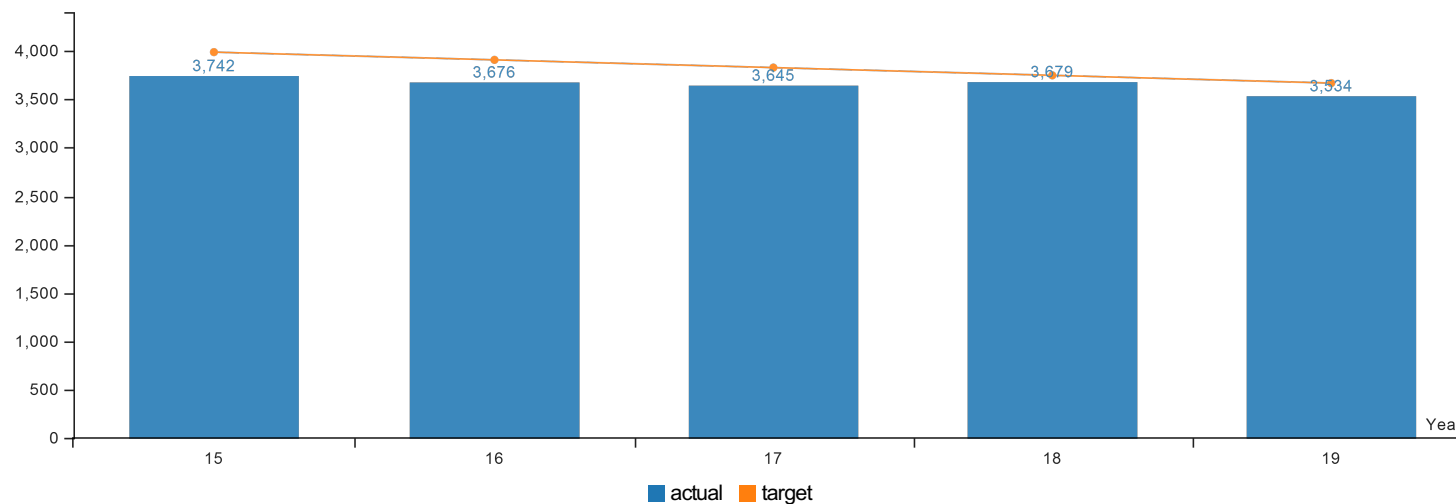
Factors Affecting Results

Many social factors affect the level of angling participation, such as preferences and state population demographics. Causes of the variance in participation may include, but are not limited to: (1) the vast majority of state population increases have been in urban rather than rural areas and urban residents are less likely to fish, (2) price increases in angling licenses and tags in license years 2004, 2010, 2016 and 2018, (3) societal tastes and preferences changing in favor of other forms of recreation, and (4) complexity of regulations required to provide diverse fishing opportunities compatible with wild fish conservation. In addition, in a national study of recreational fishing conducted for the American Sportfishing Association, survey respondents indicated that "not enough time", "takes time away from family", and "health/age" are the main reasons why fishing is no longer a top activity for them. Participation can also be affected by the quality and quantity of

fishing opportunities. A key driver is fish abundances, but there are many other factors, such as the weather and public access. Although certain fishery opportunities and success have been robust in recent years, participation has not increased apace.

| | |
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| KPM #3 | Wildlife Damage - Number of wildlife damage complaints addressed annually. |
| | Data Collection Period: Jan 01 - Jan 01 |

* Upward Trend = negative result



| Report Year | 2015 | 2016 | 2017 | 2018 | 2019 |
|--|-------|-------|-------|-------|-------|
| Wildlife Damage Complaints Addressed Annually | | | | | |
| Actual | 3,742 | 3,676 | 3,645 | 3,679 | 3,534 |
| Target | 3,990 | 3,910 | 3,830 | 3,750 | 3,670 |

How Are We Doing

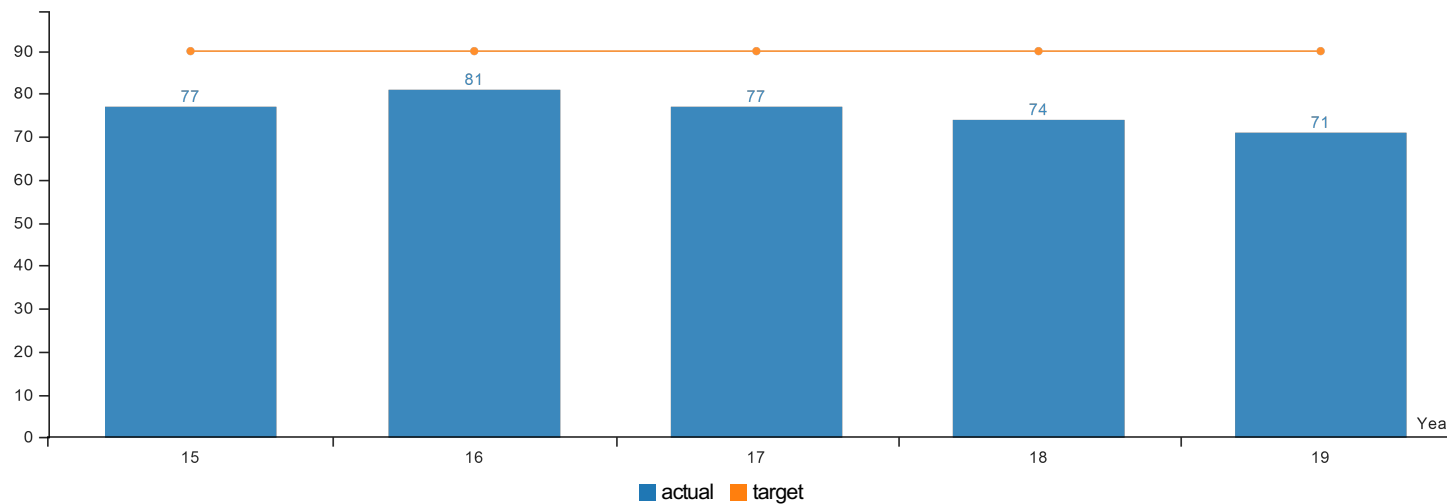
This data is for calendar year 2018. In 2018, there were 3,534 wildlife damage complaints addressed, which is below the target level. For the 2000-2018 period, the total number of complaints has varied from a high of 5,419 in 2001 to a low of 3,210 in 2013. Annual complaint numbers have tended to be lower in recent years (average of 3,864 for 2008-2016) relative to earlier years (average of 4,906 for 2000-2007). The number of complaints has been below the target level for each of the last eight years. While there may be a downward trend in complaints since 2000, environmental factors can cause the number of complaints to vary widely from year to year. For example, bear complaints increased from 365 in 2009 to 921 in 2010, but have declined to 308 in 2018. Future reporting could concentrate on specific categories of damage for consistency, interpretation of variance, and trends.

Factors Affecting Results

The population levels of wildlife causing damage relative to the location of residences, ranches and farms is a major factor, movement of people from urban to rural areas also creates conflicts as they move into areas historically inhabited by wildlife and create attractive nuisances such gardens, ornamental plants, bird feeders and garbage. Changing land use/land cover can also cause conflicts, such as changing from pastures and forestry to nurseries and vineyards. Environmental factors can cause the number of complaints to vary widely from year to year, for example, (1) in dry years complaints of damage caused by deer and elk increase because animals move to agricultural lands, many of which are irrigated, (2) there is an increase in conflicts with bears reported during years when there are poor wild berry and acorn crops because the bear rely more on foods associated with humans, (3) years with distemper outbreaks result in increased raccoon and fox related complaints.

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| KPM #4 | Oregon Species of Concern - Percent of fish species of concern (listed as threatened, endangered, or sensitive) being monitored |
| | Data Collection Period: Jan 01 - Jan 01 |

* Upward Trend = positive result



| Report Year | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|------|------|------|------|------|
| Percent of Fish Species of Concern Being Monitored | | | | | |
| Actual | 77% | 81% | 77% | 74% | 71% |
| Target | 90% | 90% | 90% | 90% | 90% |

How Are We Doing

A large proportion of fish species of concern are currently monitored by ODFW. The percent monitored was 71% in 2018 (data is for calendar year 2018). Although this value is below the targeted level of 90%, it has remained relatively stable over the past several years. Because of resource constraints, there are uncertainties related to species status. Variation in the types, timeframe, and purposes of monitoring efforts are not reflected in this measure. The level of certainty at the current level of monitoring is another factor that is not considered by this measure. The agency will continue to seek funding sources that will allow for increased monitoring of these fish species. In 2017, ODFW began collection of genetic samples to support a comprehensive genetic database of Oregon's fish species. This genetic sequence library will provide a foundation for efficient genetic-based monitoring techniques. To-date, tissue samples have been collected from nearly 90% of Oregon's native fish species.

These data are provided by agency personnel from their knowledge of monitoring on an ongoing basis. Lists of species of concern and threatened and endangered species are updated every five years. The lists can be found at:

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

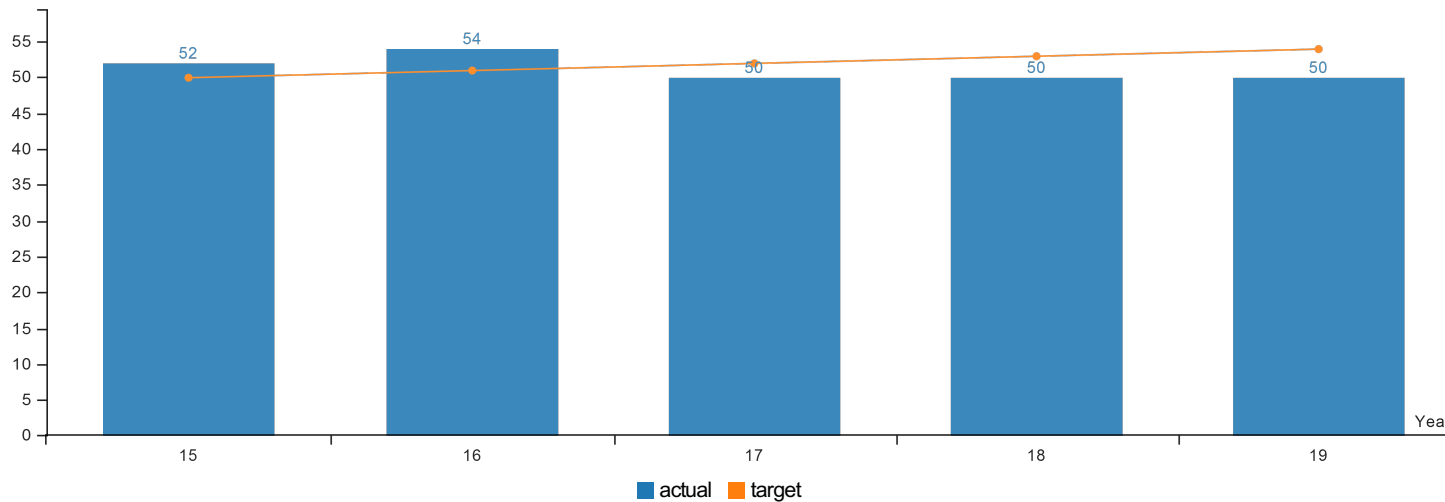
https://www.dfw.state.or.us/wildlife/diversity/species/docs/2017_Sensitive_Species_List.pdf

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 decrease in number of species monitored. In addition, when a species is removed from the list, which would be considered a positive development, that change can have the effect of lowering percentage of listed species being monitored. Four species that were monitored in 2017 were not monitored by ODFW in 2018 (Pit Sculpin, Umpqua Chub, Foskett Speckled Dace, Borax Lake Chub), but monitoring in 2018 did include monitoring for several native trout species management units that were not monitored in 2017.

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| KPM #5 | Oregon Species of Concern Percent of wildlife species of concern (listed as threatened, endangered, or sensitive) being monitored. - |
| | Data Collection Period: Jan 01 - Jan 01 |

* Upward Trend = positive result



| Report Year | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|------|------|------|------|------|
| Percent of Wildlife Species of Concern Being Monitored | | | | | |
| Actual | 52% | 54% | 50% | 50% | 50% |
| Target | 50% | 51% | 52% | 53% | 54% |

How Are We Doing

The percent of wildlife species of concern being monitored was 50% in 2018 (data is for calendar year 2018), slightly below the target level. In 2016, the department modified the state sensitive species list in order to be consistent with the *Oregon Conservation Strategy*. The Strategy and the Sensitive species list were approved by the Oregon Fish and Wildlife Commission and U.S. Fish and Wildlife Service in 2016. Ninety-six wildlife listings are maintained as sensitive by the department (10 listings were removed and 18 were newly listed in the revision). The level had been 50% to 54% for the last five years. 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. ODFW continues to promote sustained monitoring efforts within the agency and with our external partners. Monitoring efforts are focused around priority species listed in the 2016 update to the Oregon Conservation Strategy (including Nearshore Strategy component) and, in 2015, the agency completed a prioritized list of the top fifteen species most likely to be impacted by energy development and prioritized the needs for additional research or synthesis of best available science to fill data gaps for each. Efforts to match available resources and partnerships to address the prioritized information needs are ongoing. Few "species of concern" are monitored exclusively by the department. Monitoring and research activities are partnerships with other government agencies, academia, and conservation organizations. ODFW plays various roles in these efforts, from providing the technical expertise to leading larger-scale monitoring efforts. The species monitored and the extent of the effort can vary from year to year. ODFW does not control this level of effort. The agency and conservation partners will continue to seek funding sources that will allow for increased monitoring of these wildlife species of concern.

These data are provided by agency personnel from their knowledge of monitoring on an ongoing basis. The lists of threatened and endangered species were updated in 2015 (removal of Gray Wolf) and the list of sensitive species was updated in 2016. The list of species of greatest conservation need identified in the Oregon Conservation Strategy were updated in 2016.

These lists can be found at:

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

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

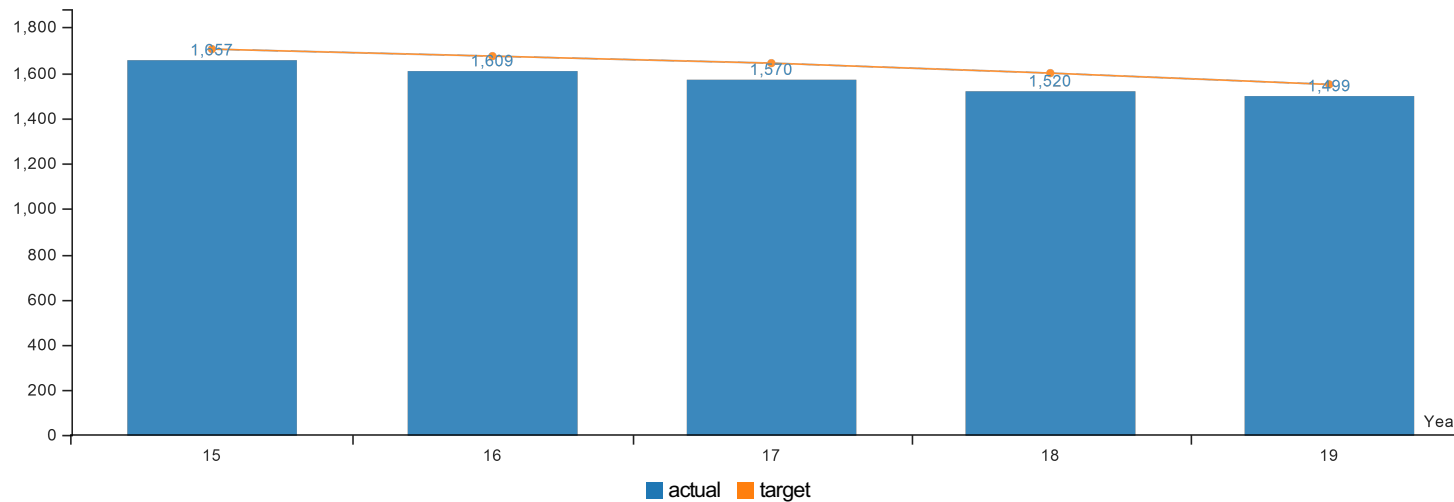
<http://www.oregonconservationstrategy.org/>

Factors Affecting Results

The actual level and types of data collected, timeframe, context of threats and species status are factors that influence the prioritization of monitoring efforts. Given these factors, the actual level of monitoring and dedicated resources could increase without an increase or decrease in number of species monitored. A significant number of species are monitored by ODFW's partner agencies and nongovernmental conservation organizations.

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| KPM #6 | Decreasing the Number of Unscreened Water Diversions - Number of unscreened priority water diversions. |
| | Data Collection Period: Jan 01 - Jan 01 |

* Upward Trend = negative result



| Report Year | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|-------|-------|-------|-------|-------|
| Number of Unscreened Priority Water Diversions | | | | | |
| Actual | 1,657 | 1,609 | 1,570 | 1,520 | 1,499 |
| Target | 1,706 | 1,675 | 1,644 | 1,600 | 1,550 |

How Are We Doing

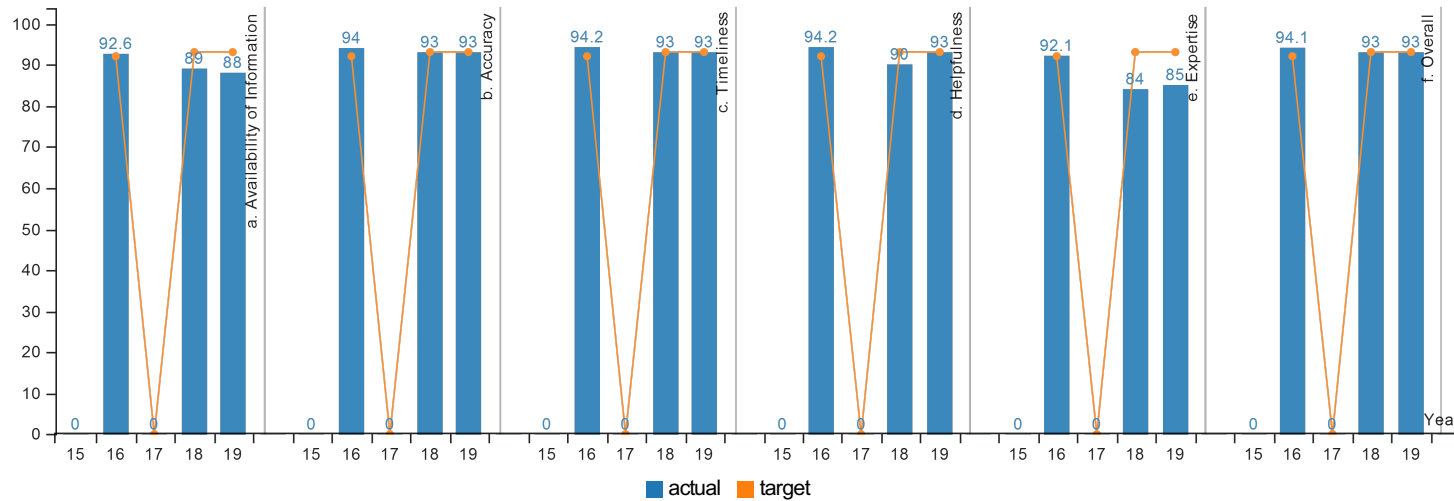
The data is for calendar year 2018. ODFW reduced the number of unscreened water diversions by 21 fish screens in 2018, protecting 152.38 cfs of water. The annual number of fish screening projects continues to be on a downward trend. This is attributed to program reductions, flat budgets, and an increased focus on fish passage projects. ODFW has been successful in cooperating on a number of valuable fish passage projects that take staff time and fiscal resources but do not show up on the fish screen report.

ODFW will continue to develop cooperative relationships with water users and other entities to implement fish protection measures at diversions responsible for the loss of fish. Fish screen maintenance is critical to ensure these projects continue to function for fish protection and water delivery. Additional resources are needed to adequately maintain existing fish screens throughout Oregon as required in statute.

Factors Affecting Results

Relevant factors influencing results include the available funds for screen installation as well as the cooperation of landowners and water rights holders. Fish Screening Program staff assist water users with maintenance on fish screens installed through the ODFW Cost Share Program, and are responsible for major maintenance on fish screens under 30 cfs. As the number of fish screens installed increases, maintenance responsibility and costs also rise. Budget cuts to the Fish Screening and Passage Program has resulted in reduced staff both in headquarters and the field. Increasing costs to install and maintain fish screens along with reduced funds and staff will decrease the ability of this Program to maintain existing screening infrastructure and install new screens. Under the current funding trend, the annual number of screens ODFW is able to install and maintain will continue to decrease.

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| KPM #7 | 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. |
| | Data Collection Period: Jan 01 - Jan 01 |



| Report Year | 2015 | 2016 | 2017 | 2018 | 2019 |
|---------------------------------------|---------|--------|---------|------|------|
| a. Availability of Information | | | | | |
| Actual | No Data | 92.60% | No Data | 89% | 88% |
| Target | TBD | 92% | 0% | 93% | 93% |
| b. Accuracy | | | | | |
| Actual | No Data | 94% | No Data | 93% | 93% |
| Target | TBD | 92% | 0% | 93% | 93% |
| c. Timeliness | | | | | |
| Actual | No Data | 94.20% | No Data | 93% | 93% |
| Target | TBD | 92% | 0% | 93% | 93% |
| d. Helpfulness | | | | | |
| Actual | No Data | 94.20% | No Data | 90% | 93% |
| Target | TBD | 92% | 0% | 93% | 93% |
| e. Expertise | | | | | |
| Actual | No Data | 92.10% | No Data | 84% | 85% |
| Target | TBD | 92% | 0% | 93% | 93% |
| f. Overall | | | | | |
| Actual | No Data | 94.10% | No Data | 93% | 93% |
| Target | TBD | 92% | 0% | 93% | 93% |

How Are We Doing

ODFW sends out an online customer survey directly to customers each quarter. This survey measures satisfaction ratings of customers who purchased a license or permit during the previous three months. In calendar year 2018, a total of 5,208 customer survey responses were recorded, 93% of survey respondents ranked the overall quality of services as “good” or “excellent”. For all six of the categories the percentage of customers that ranked customer service as “good” or “excellent” ranged between 85% and 93%. “Expertise” was the lowest ranking area, while “Accuracy” and “Overall” were the highest ranking areas. When assessing all customers each of the six categories fall short of the 95% target.

However, it should be noted that when customers who made purchases directly from ODFW offices are separated into their own group, these customers provide rankings between 96% and 97% for all categories, which exceeds the target. This indicates that customers who make purchases directly from an ODFW office tend to be more satisfied with their experience.

To further enhance customer experience with ODFW, the department continues to increase the availability of and expand the scope of information on fishing/hunting and wildlife management. Specific improvements include: expanded use of social media and direct email contact with customers; an always evolving ODFW website that provides timely, relevant information in a mobile friendly format; expanded availability of basic information on how to/where to hunt, including additional 50 Places to Fish publications and introductory workshops; development of mobile license application; increased availability of mandatory hunter education courses during periods of peak demand; development of strategic partnerships with organizations, retailers and industry to encourage participation in fishing, hunting and wildlife viewing; expanded use of surveys to evaluate program effectiveness and assess customer interests, attitudes, experiences and expectations.

Factors Affecting Results

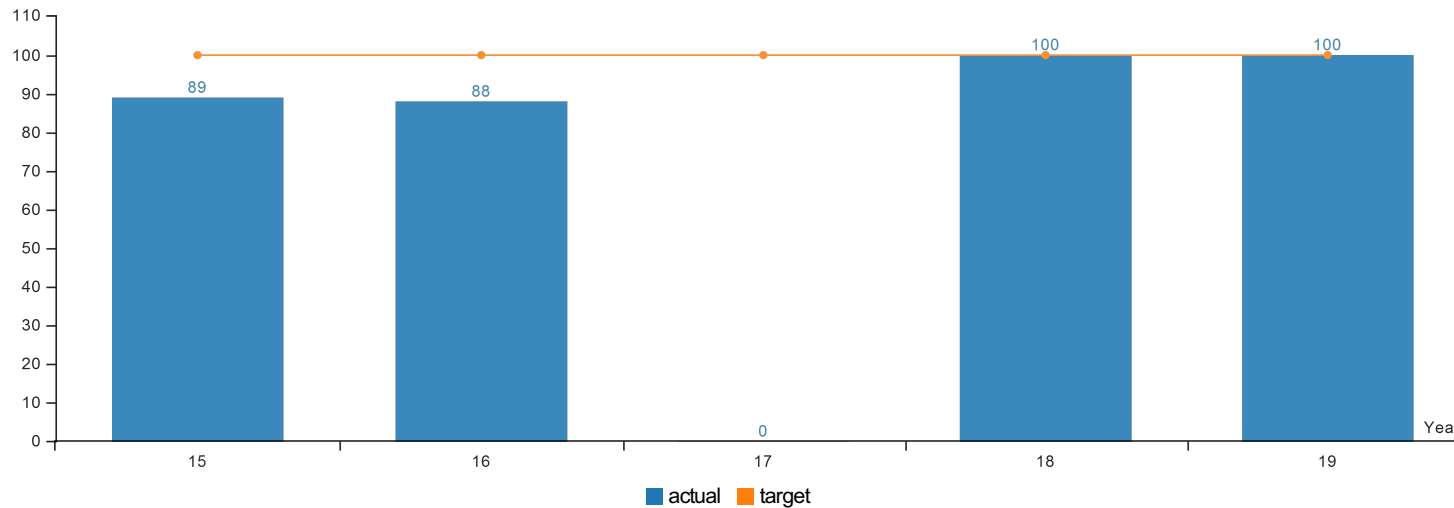
Methodology: ODFW is required by the 2005 Legislature to incorporate a customer service performance measure and survey customers biennially. Initially ODFW administered this survey by mail. In 2016 an online survey method was developed allowing ODFW to send survey invitations directly to customer emails. Currently, this survey goes out four times annually. Results are calculated by aggregating all responses from the quarterly surveys together for the calendar year.

Groups Analyzed: In 2018 the three groups of customers surveyed included: customers who made purchases through external vendors (for example this includes a customer who purchased a fishing license from a retail store); customers who made purchases at an ODFW office; and customers who made purchases by mail or fax machine. As noted, customers who made purchases directly from ODFW offices report higher levels of satisfaction. For this group of customers, the percentage that ranked customer service as “good” or “excellent” was 97% for all survey categories except “Availability of Information” which was 96%. For the surveys deployed in 2019 only two of the customer groups noted above will be analyzed, as the option to make purchases through mail or fax machine has been discontinued. ODFW is reviewing our customer service survey and plans to make adjustments to the 2020 survey to effectively gather information on the customer service experience of the growing customer group who make purchases through ODFW’s Electronic Licensing System (ELS). Feedback from this customer group is already being gathered and incorporated into improving the ELS system, but the format is not consistent with this KPM metric.

Data Collection Methods: The sampled population for the 2018 customer surveys were recreational license holders who purchased a license during 2018 and had a valid email address in the ODFW license database. Prior to 2016 customer surveys were sampled from and mailed out to four different groups: commercial license holders, people who had filed wildlife damage or sightings reports at ODFW offices, landowners enrolled in the Landowner Preference Program, and recreational license holders who purchased at an ODFW office. The main reason for the change to the online mode are savings in costs and staff time (no printing, postage, and data entry are needed). Another reason is that response rates to mail surveys have been declining, due to the increased use of the internet; mail response rates for this customer service survey had dropped from 42% in 2006 to 28% in 2014. In 2018, as in past years, there was a sufficient number of surveys completed allowing for a low margin of error. ODFW has emails for other customer groups providing opportunity to survey other customer groups in addition to recreational license buyers. As different groups of customers are incorporated it is important to analyze customer service experiences of individual customer groups.

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| KPM #8 | Boards and Commissions - Percent of total best practices met by the Department of Fish and Wildlife, State Fish and Wildlife Commission. |
| | Data Collection Period: Jan 01 - Jan 01 |

* Upward Trend = positive result



| Report Year | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|------|------|---------|------|------|
| Percent of Best Practices Met by the Oregon Fish and Wildlife Commission | | | | | |
| Actual | 89% | 88% | No Data | 100% | 100% |
| Target | 100% | 100% | 100% | 100% | 100% |

How Are We Doing

The data is for calendar year 2018. Results come from a survey implemented in October of 2018 sent to the Oregon Fish and Wildlife Commission (OFWC). Five of the seven commission members completed the 15 question survey on best practice fulfillment for the reporting period. This self-assessment process allows the OFWC to think about how its activities meet best practice standards. With this information in mind, improvements can be made where they are identified. The current performance level is 100% of best practices met, which meets the target goal.

There were no comments from commissioners indicating any issues affecting overall performance. The vast majority of comments were positive in nature. There was feedback regarding the training opportunities available to the commissioners, describing conferences and agency efforts to provide field tour days as helping the OFWC participate in training on topics that relate to agency operations and policy development. One comment on best practice three, “the agency’s mission and high-level goals are current and applicable” notes that OFWC has discussed proactively providing more input into Commission meeting agendas.

All best practices, except number 15, were reported to be met by all respondents. The majority of respondents still agreed that number 15 had been met, this was the only best practice that was not unanimously agreed upon with one respondent providing a not met response. Best practice 15 is, “The Commission reviews its management practices to ensure best practices are utilized”. The criteria for this best practice is, “Prior to the agency issuing its Annual Performance Progress Report (Key Performance Measures), the OFWC reviews progress on the 15 best practices. Associated policy changes or new practices may be identified in that process”. This suggests that there may be an opportunity for the OFWC to facilitate a deeper review of their progress on best practices and any necessary changes.

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.

These results reflect the 2018 OFWC self-assessment. In 2019, four of the seven commission members were newly appointed, for this reason the 2019 APPR self-assessment survey will be deployed in January of 2020, so all members will have had time on the commission to provide an accurate self-assessment.