

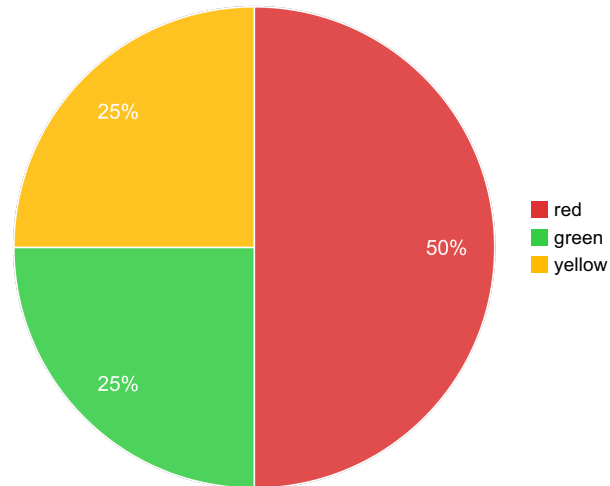
Fish and Wildlife, Department of

Annual Performance Progress Report

Reporting Year 2021

Published: 9/30/2021 9:04:49 AM

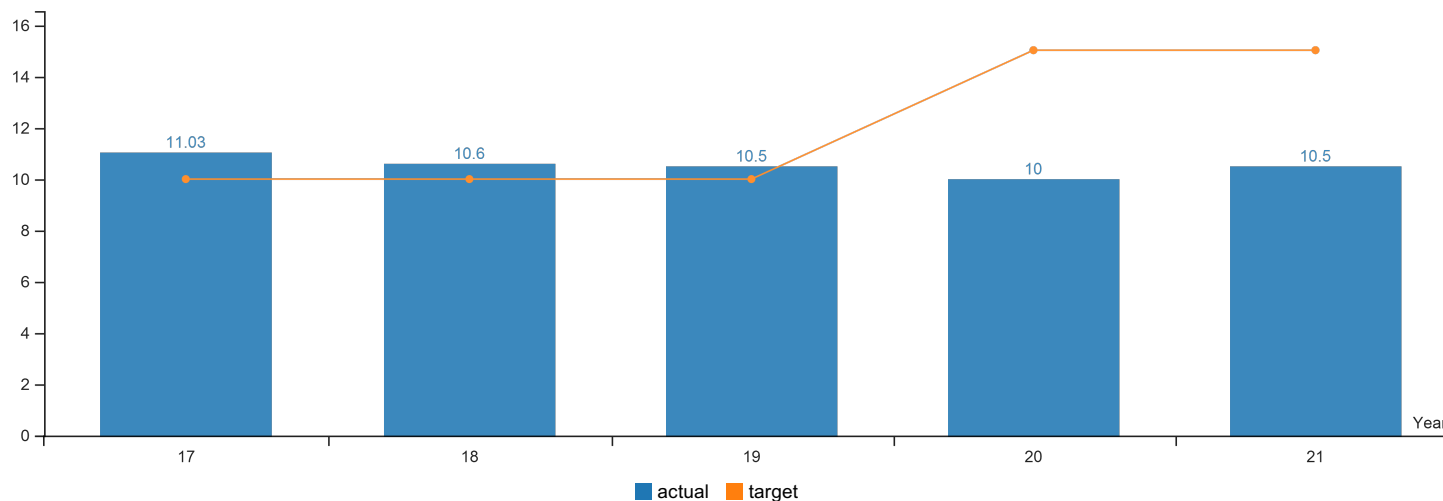
KPM #	Approved Key Performance Measures (KPMs)
1	Hunting License Purchases - Percent of the license buying population in Oregon with hunting licenses and/or tags
2	Angling License Purchases - Percent of the license buying population in Oregon with angling licenses and/or tags.
3	Wildlife Damage - Number 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:	25%	25%	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	2017	2018	2019	2020	2021
Percent of the License Buying Population Age 12-69 With Hunting Licenses and/or Tags					
Actual	11.03%	10.60%	10.50%	10%	10.50%
Target	10%	10%	10%	15%	15%

How Are We Doing

The hunting participation data is for calendar year 2020. For 2020, the percentage of the Oregon license-buying population (ages 12 to 69 years) participating in hunting was 10.5%, which is below the 15% target level. When measured in proportion to the growth in the state population, participation in hunting has been on the decline in Oregon over the long term. From 2000 to 2020, the participation rate for hunting declined from 11.4% to 10.5%. However, in the shorter term, there has been a minor rebound; from 2010 to 2020, the participation rate increased from 8.5% to 10.5%. During 2020, an increase in hunting license and tag sales occurred, compared to 2019, with Oregon residents. An analysis of this increase identified a new group of participants that purchased licenses for the first time in several years. A retention plan was developed and is being implemented to focus efforts on retaining these hunters in future years.

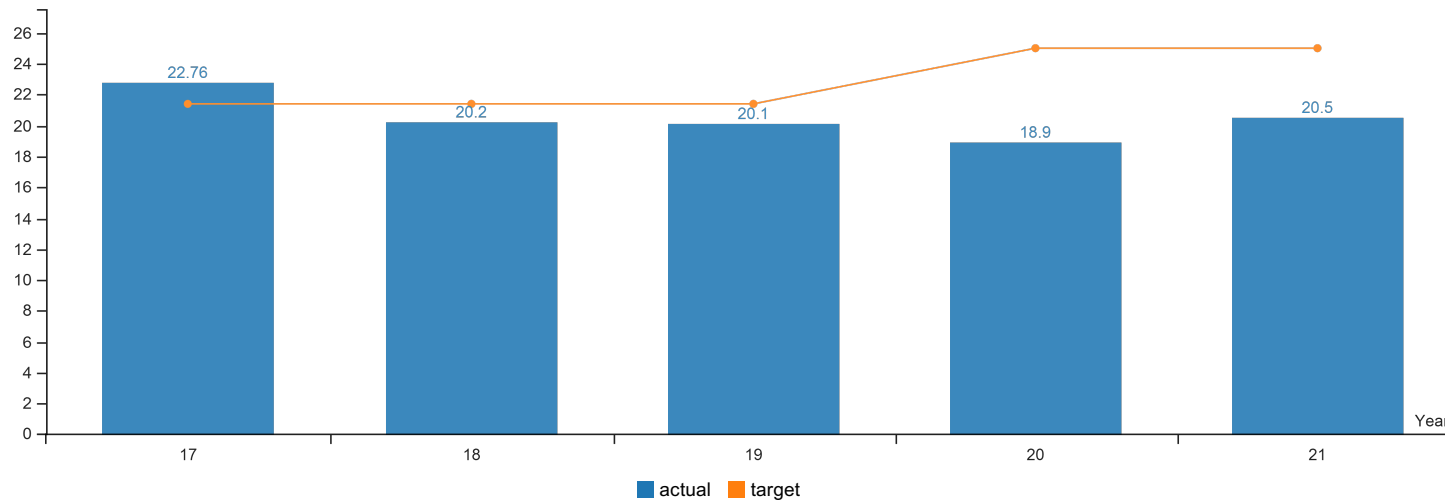
Factors Affecting Results

Many social factors affect the level of participation, such as societal 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) aging hunter population, (3) price increases in hunting licenses and tags in license years 2004, 2010, 2016, 2018, and 2019 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 opportunities. Populations of some game species have declined due to a variety of factors, such as: (1) landscape scale changes in habitat as a result of climate change (timing of precipitation and increased temperatures), (2) increased control of wildfires and reduced timber harvest on federal lands resulting in less early seral stage habitat, (3) invasive annual grass such as cheatgrass and medusahead outcompeting/replacing native species that provided better forage for wildlife, (4) increased predation resulting from increased protection of bears and cougars, and now the return of wolves, (5) increased human population and development means less habitat for wildlife and connectivity across the landscape, particularly lower elevation winter range, (6) increased disease issues, including Adenovirus and Epizootic Hemorrhagic Disease impacts to deer. The cumulative impact of all of these factors has decreased the carrying capacity for many big game populations. Reduced opportunity due to fewer available animals also contributes to the social factors. Limits to the number of hunting tags issued results in 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	2017	2018	2019	2020	2021
Percent of the License Buying Population Age 14-69 With Fishing Licenses And/Or Tags					
Actual	22.76%	20.20%	20.10%	18.90%	20.50%
Target	21.40%	21.40%	21.40%	25%	25%

How Are We Doing

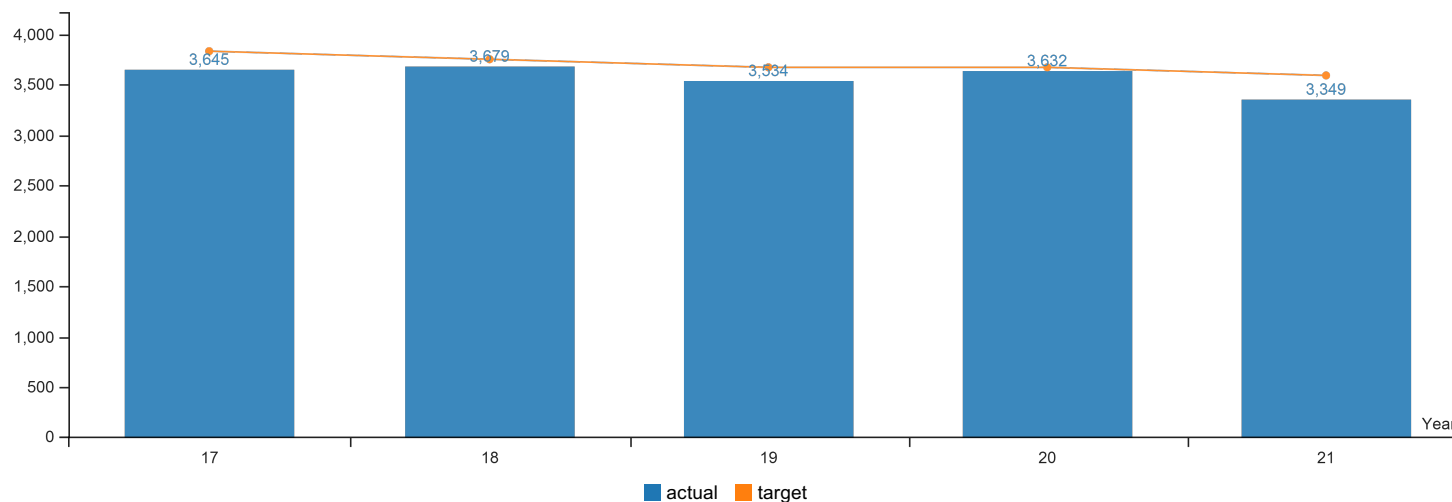
The fishing participation data is for calendar year 2020. In 2020, 20.5% of the state license-buying population (ages 12 to 69 years) participated in angling in Oregon, below the target level of 25%. Angling participation in Oregon has been declining when measured in proportion to the growing state population. For the period of 2000 to 2020, the participation rate for angling has decreased from 21.7% to 20.5%. In recent years the participation rate has been on a modest rebound. During 2020, an increase in angling license sales, compared to 2019, occurred with Oregon residents. An analysis of this increase identified a new group of participants that purchased licenses for the first time in several years. A retention plan was developed and is being implemented to focus efforts on retaining these anglers in future years.

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, 2018, and 2019, (3) societal tastes and preferences changing in favor 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. Fish abundances are a key driver for some fisheries, such as those in the Columbia River, but there are many other factors, such as the weather and public access. Following several years of poor ocean survival for salmon and steelhead, salmon and steelhead returns have been reduced in many areas, and angling effort has declined in response. Conversely, opportunities for marine finfish have generally increased, and those for trout and warm water species have generally been stable. Recent information indicates ocean conditions for salmon have improved, which should lead to improved opportunities in the near future.

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

* Upward Trend = negative result



Report Year	2017	2018	2019	2020	2021
Wildlife Damage Complaints Addressed Annually					
Actual	3,645	3,679	3,534	3,632	3,349
Target	3,830	3,750	3,670	3,670	3,590

How Are We Doing

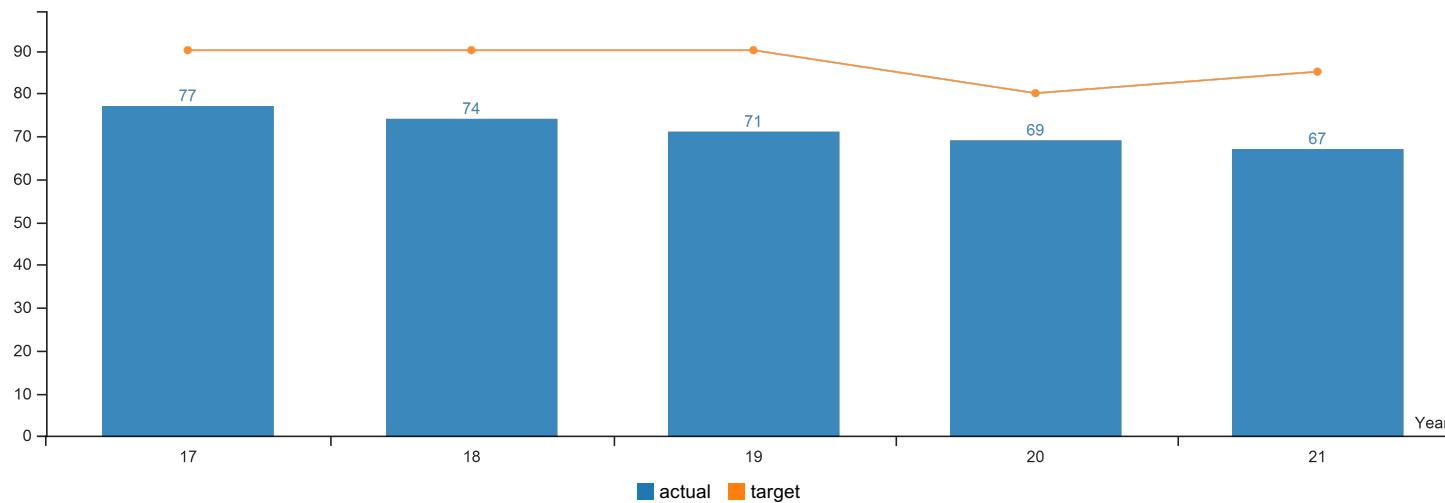
This data is for calendar year 2020. In 2020, there were 3,349 wildlife damage complaints addressed, which falls within the target. For the 2000-2020 period, the total number of complaints has varied from a high of 5,419 in 2001 to a low of 3,210 in 2013. Annual complaint numbers have tended to be lower in recent years (average of 3,614 for 2008-2020) relative to earlier years (average of 4,906 for 2000-2007). The number of complaints addressed has been below the target level for each of the last nine 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 declined from 921 in 2010 to 308 in 2018 but have increased in the last two years from 537 in 2019 to 572 in 2020. 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 as 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, in dry years complaints of damage caused by deer and elk increase because animals move to agricultural lands, many of which are irrigated. In another example, the number of reported conflicts with bears increases during years when there are poor wild berry and acorn crops because in these years, bear rely more on foods associated with humans. Additionally, years with distemper outbreaks result in increased raccoon and fox related complaints.

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	2017	2018	2019	2020	2021
Percent of Fish Species of Concern Being Monitored					
Actual	77%	74%	71%	69%	67%
Target	90%	90%	90%	80%	85%

How Are We Doing

A large proportion of fish species of concern are currently monitored by ODFW. The percent monitored was 67% in 2020 (data is for calendar year 2020). Although this value is below the targeted level of 80%, 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, and ODFW has continued to develop additional monitoring tools, including genetic based monitoring techniques, to improve monitoring capacity and efficiency.

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 through the links below:

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

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

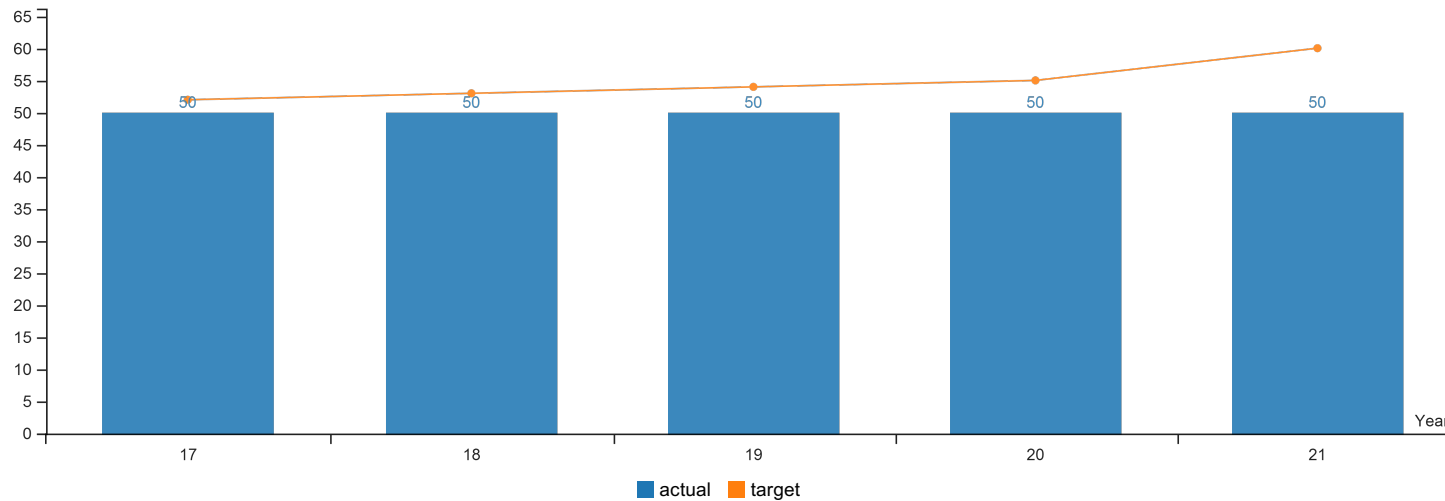
Factors Affecting Results

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 the percentage of listed species being monitored. Three species that were monitored in 2019 were not monitored by ODFW in 2020 (Alvord Chub, Borax Lake Chub, Fosskett Speckled Dace). Monitoring in 2020 included two species that were not monitored in 2019 (Lahontan Cutthroat Trout, Goose Lake Redband Trout). ODFW anticipates some scheduled monitoring in the next year for a small number of additional species.

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	2017	2018	2019	2020	2021
Percent of Wildlife Species of Concern Being Monitored					
Actual	50%	50%	50%	50%	50%
Target	52%	53%	54%	55%	60%

How Are We Doing

The percent of wildlife species of concern being monitored was 50% in 2020 (data is for calendar year 2020), slightly below the target level. In 2016, the department modified the state sensitive species list to be consistent with the *Oregon Conservation Strategy*. In 2016, the Oregon Fish and Wildlife Commission and the U.S. Fish and Wildlife Service approved the Strategy and the Sensitive Species list. 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 has been at 50% 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 on priority species listed in the 2016 update to the Oregon Conservation Strategy (including Nearshore Strategy component). 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 large-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 through the links below:

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

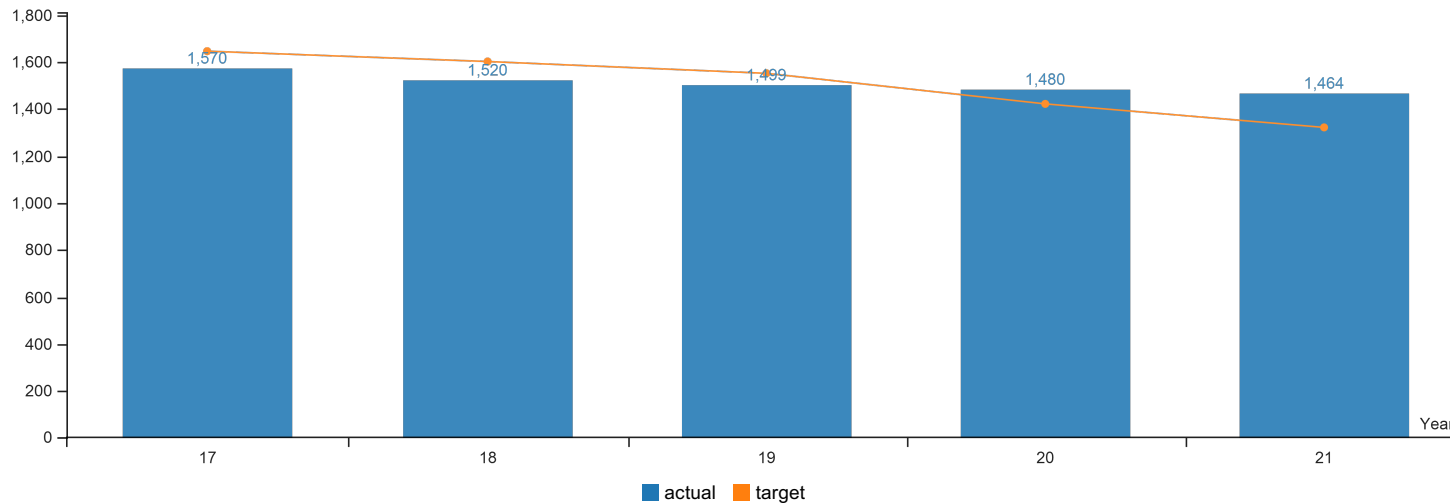
<http://www.oregonconservationstrategy.org/>

Factors Affecting Results

The actual level and types of data collected, timeframe, and 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 the number of species monitored. A significant number of species are monitored by ODFW's partner agencies and nongovernmental conservation organizations.

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	2017	2018	2019	2020	2021
Number of Unscreened Priority Water Diversions					
Actual	1,570	1,520	1,499	1,480	1,464
Target	1,644	1,600	1,550	1,420	1,320

How Are We Doing

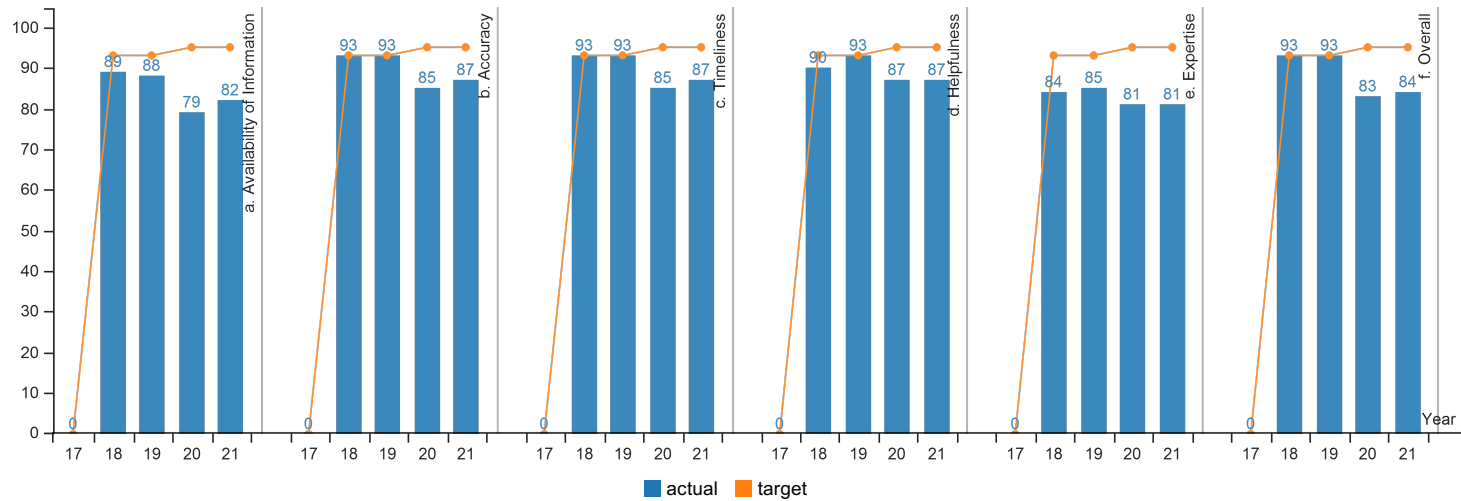
The data is for calendar year 2020. ODFW provided financial assistance to install or replace 21 projects, protecting 134.28 cfs of water. This does not include cost shared fish passage projects or screen projects where we provided technical assistance, but no financial assistance. The annual number of fish screening projects continues to be lower than desired due 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 have resulted in reduced staff both in headquarters and in field operations. 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.

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	2017	2018	2019	2020	2021
a. Availability of Information					
Actual		89%	88%	79%	82%
Target	0%	93%	93%	95%	95%
b. Accuracy					
Actual		93%	93%	85%	87%
Target	0%	93%	93%	95%	95%
c. Timeliness					
Actual		93%	93%	85%	87%
Target	0%	93%	93%	95%	95%
d. Helpfulness					
Actual		90%	93%	87%	87%
Target	0%	93%	93%	95%	95%
e. Expertise					
Actual		84%	85%	81%	81%
Target	0%	93%	93%	95%	95%
f. Overall					
Actual		93%	93%	83%	84%
Target	0%	93%	93%	95%	95%

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 2020, a total of 3,965 customer survey responses were recorded, 84% 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 82% and 87%. “Expertise” was the lowest ranking area, while “Helpfulness” was the highest-ranking area. When assessing all customers each of the six categories fall short of the 95% target.

Compared to 2019, 2020 showed an across-the-board uptick in customer experience, as the percentage of customers that ranked customer service as “good” or “excellent” increased from a range of 79% and 85% to 82% and 87%. The category that showed the most improvement in 2020 compared to the prior year was “Availability of Information”, which increased by 2.5%. The scores for “Accuracy” and “Timeliness” also showed moderate improvements.

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; a mobile license application; availability of online mandatory hunter education courses; 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 and years prior 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. With the surveys deployed in 2019 and later, the mail or fax machine customer group is no longer surveyed, as these purchase methods were discontinued in 2018.

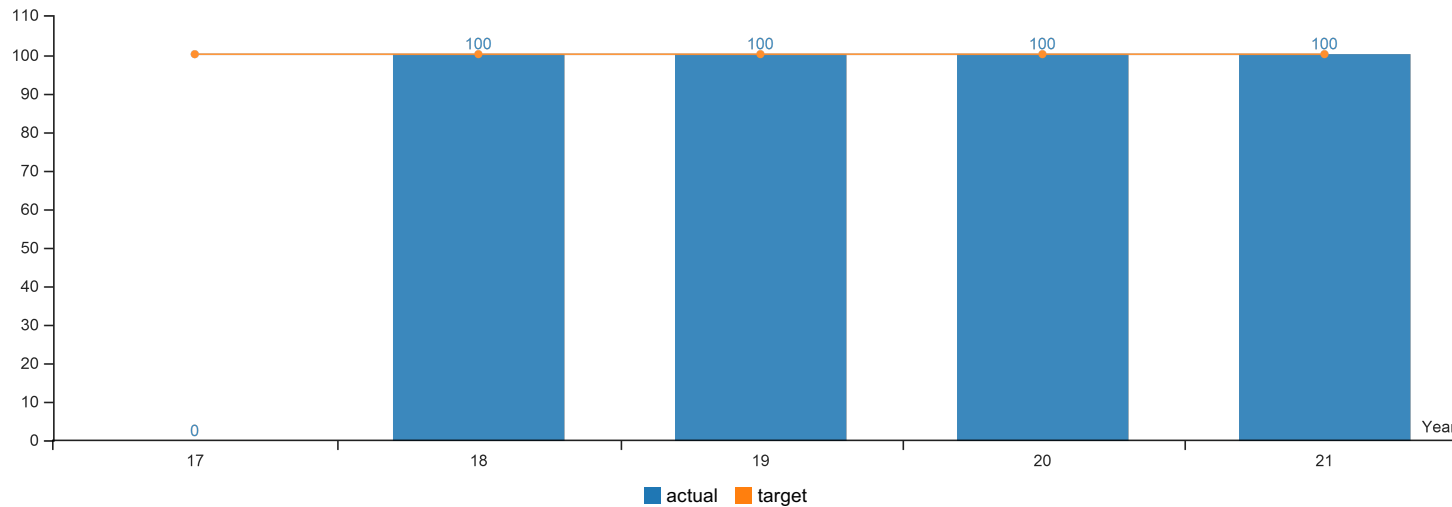
In 2019, ODFW started gathering information on the customer service experience of the growing customer group who makes purchases online through ODFW’s Electronic Licensing System (ELS). The format of the questions asked is not consistent with these KPM metrics. 2019 was the first year in which ELS was deployed; feedback from this customer group was incorporated into improving the ELS system.

The way that customers made purchases in 2020 differed from historical trends as a greater portion of sales occurred through ELS. For much of the 2020 calendar year the COVID-19 pandemic resulted in ODFW office closures as well as a general shift toward online purchases. In 2019, 39% of ODFW’s license revenues came from internet sales; in 2020 this figure increased to 53%. In 2020, the agency collected and reviewed customer feedback quarterly from a total of 6,670 customers who made purchases through ELS. ODFW is continuously working to improve the online purchasing experience of our customers.

Data Collection Methods: The sampled population for the 2020 customer surveys were recreational license holders who purchased a license during 2020 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 2020, as in past years, there was a sufficient number of surveys completed, allowing for a low margin of error. ODFW reviews the completed surveys from recreational license customers each quarter and applies their feedback to improve our customer service. As different groups of customers are incorporated, it is important to analyze customer service experiences of individual customer groups.

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	2017	2018	2019	2020	2021
Percent of Best Practices Met by the Oregon Fish and Wildlife Commission					
Actual		100%	100%	100%	100%
Target	100%	100%	100%	100%	100%

How Are We Doing

Results come from a survey implemented in October of 2020 sent to the Oregon Fish and Wildlife Commission (OFWC). There are seven total commission seats, but at the time this survey was implemented only six commission members were serving terms with one vacant Western Oregon seat. All six Commissioners completed the survey on best practice fulfillment for the 2020 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%, as all 15 best practices were met, which meets the target goal.

There were no comments from Commissioners indicating any issues affecting overall performance. The vast majority of the comments described how OFWC has met the individual best practices and were either positive or neutral in nature. There was feedback given on best practice six, "The Commission is appropriately involved in policy making activities", noting that OFWC meetings occur monthly and include hearings on proposed rules, which the Commission reviews in advance and provides guidance on new and temporary rules for the agency. Survey results recognized that the OFWC is actively involved in the review of proposed budgets, and they feel knowledgeable of key financial information and audit findings. One respondent noted that in the past much of the public involvement in ODFW's budget development process would have been done in person; instead, the process was conducted differently in 2020, where public information was provided in written form and by online meetings. For future budget development, feedback was given for best practice seven, "The agency's policy option packages are aligned with its mission and goals". This comment, regarding the development of the agency's policy option packages, mentioned "It would be good to have a period early in the budget process for Commissioners to suggest ideas for staff to consider in the budget package".

All best practices, except number 14, were reported to be met by all respondents. The majority of respondents still agreed that number 14 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 14 is, "The Commission members identify and attend appropriate training sessions". Criteria for this best

practice is, "Commissioners participate in orientation training, on the ground educational sessions, and presentations/workshops on key policy issues". The corresponding comments and additional comments regarding best practice 12 both indicated that training opportunities available to the OFWC were negatively impacted in 2020 by the COVID-19 Pandemic. One suggestion for training was in favor of "specific training related to working with and representing the public".

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 2020 OFWC self-assessment. This survey was launched in October of 2020, aligning with the timeframe that the survey has been implemented in past years. 2019 was the only year where the APPR self-assessment survey was deployed in January 2020, as five of the seven commission members were newly appointed, this alternative implementation gave members time on the commission to provide an accurate self-assessment.