

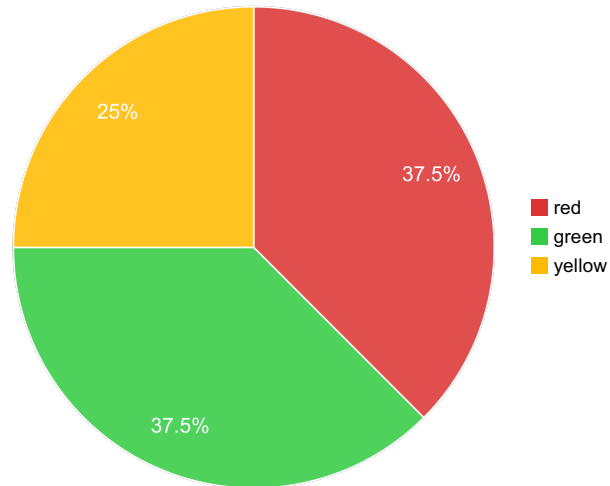
Department of Fish and Wildlife

Annual Performance Progress Report

Reporting Year 2024

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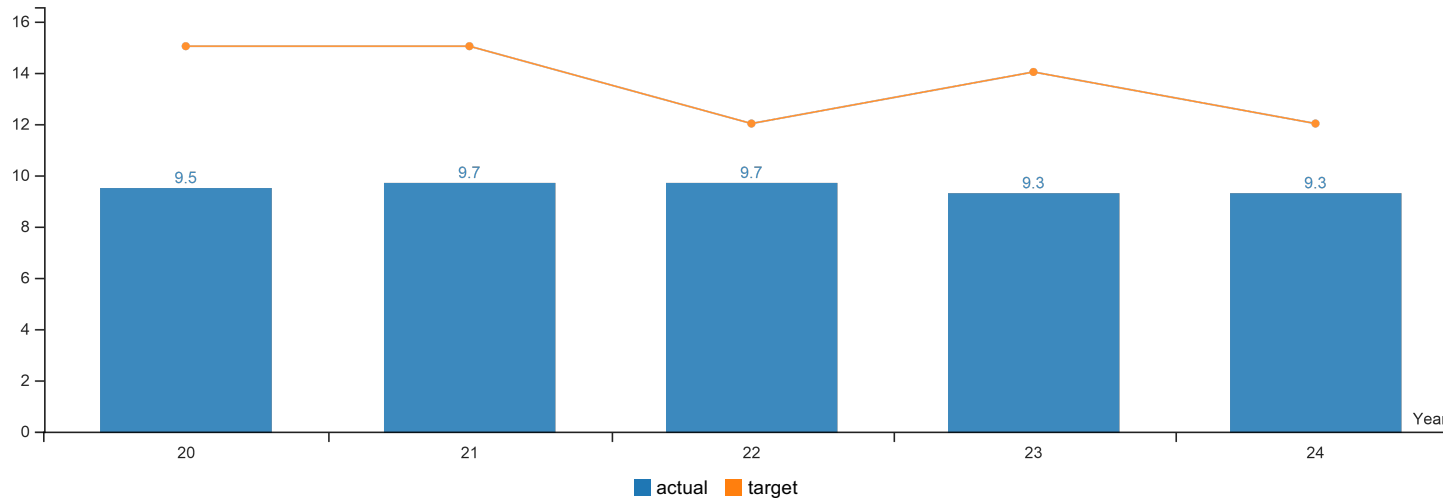
KPM #	Approved Key Performance Measures (KPMs)
1	Hunting License Purchases - Percent of the license buying population in Oregon with hunting licenses and/or tags
2	Angling License Purchases - Percent of the license buying population in Oregon with angling licenses and/or tags.
3	Wildlife Damage - Number 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:	37.50%	25%	37.50%

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	2020	2021	2022	2023	2024
Percent of the License Buying Population Age 12-69 With Hunting Licenses and/or Tags					
Actual	9.50%	9.70%	9.70%	9.30%	9.30%
Target	15%	15%	12%	14%	12%

How Are We Doing

The 2024 report year measures hunting participation data for calendar year 2023. For 2023, the percentage of the Oregon license-buying population (ages 12 to 69 years) participating in hunting was 9.3%, which is below the 12% 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 2001 to 2023, the participation rate of Oregonians for hunting declined from 10.5% to 9.3%. However, in the shorter term, there has been a rebound; from 2011 to 2023, the participation rate increased from 8.3% to 9.3%. The hunting participation rate in 2023 was unchanged compared to 2022. In 2023 there were approximately 5,000 more Oregonians who participated in hunting compared to 2022, though that modest increase in participation was offset by growth in Oregon's total population (ages 12 to 69 years). Additionally, there were approximately 2,200 more non-resident participants, although non-resident participation is not included in this measure.

Factors Affecting Results

Many social, economic, environmental, and biological factors affect the level of hunting participation. For example, urban dwellers tend to participate at a lower rate. Thus, increases in the State's population can result in a decrease in percent of residents participating if growth is driven by urban centers. Similarly, the recreational market in Oregon includes a diverse range of activities that compete for people's time. Increasing license costs, fuel costs, and gear costs can also influence participation. Recent inflationary increases have put pressure on household budgets. Other influencing factors include an aging hunter population, and declining access to private lands over the last decade as many private landowners have trended towards closing their lands or charging access fees.

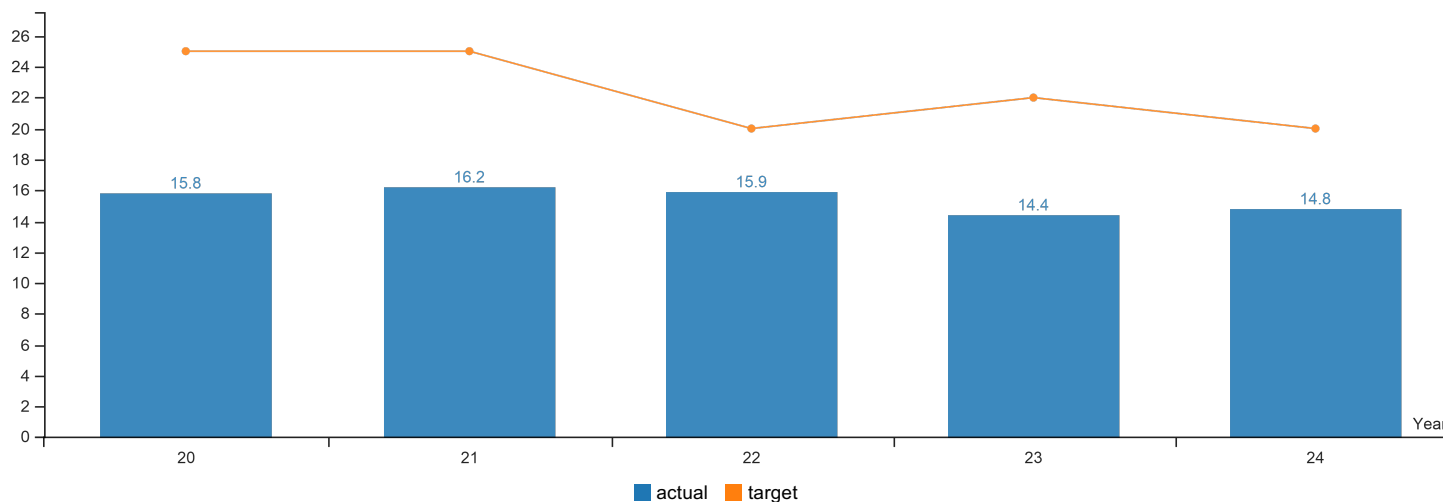
Participation is also influenced by the quality and quantity of hunting opportunities. Populations of some game species have declined due to a variety of factors, such as: (1) landscape-scale changes in habitat as a result of climate change (timing of precipitation and increased temperatures), (2) increased control of wildfires and reduced timber harvest on federal lands resulting in less early seral

stage habitat, (3) invasive annual grass such as cheatgrass, ventenada, 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. Hunting opportunities were also limited by the continued closure of portions of public and private lands due to ongoing safety concerns from large wildfires which have become increasingly common in Oregon.

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 is a factor affecting participation. Limits to the number of hunting tags issued lead to some hunters being unable to hunt in 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	2020	2021	2022	2023	2024
Percent of the License Buying Population Age 14-69 With Fishing Licenses And/Or Tags					
Actual	15.80%	16.20%	15.90%	14.40%	14.80%
Target	25%	25%	20%	22%	20%

How Are We Doing

The 2024 report year measures fishing participation data for calendar year 2023. For 2023, the percentage of the Oregon license-buying population (ages 12 to 69 years) participating in fishing was 14.8%, which is below the 20% target level. When measured in proportion to the growth in the state population, fishing participation has been on the decline in Oregon over the long term. From 2001 to 2023, the participation rate of Oregonians for fishing declined from 22.1% to 14.8%. Between 2017 and 2021, the participation rate of Oregonians for fishing had been holding relatively steady at around 16%. However, we saw a decrease in the participation rate of Oregonians from 15.9% in 2021 to 14.4% in 2022. From 2022 to 2023, the participation rate increased from 14.4% to 14.8%. This amounts to approximately 16,000 additional Oregonians participating in angling activities in 2023 compared to 2022. Conversely, there were approximately 11,000 fewer non-resident participants in 2023 compared to 2022, although non-resident participation is not included in this measure.

Factors Affecting Results

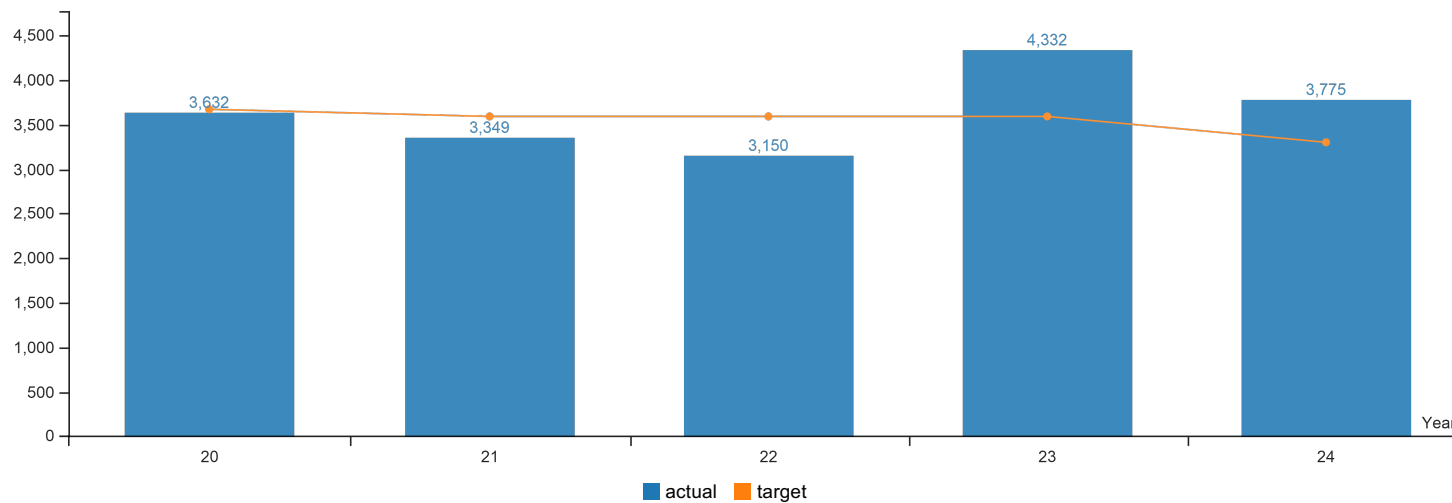
Many social, economic, environmental, and biological factors affect the level of angling participation. The recreational market in Oregon includes a diverse range of activities that compete for people's time. In a 2023 national study of recreational fishing conducted for the American Sportfishing Association, survey respondents indicated that "loss of interest", "not catching any fish", "too expensive", and "lack of time" are among the main reasons why fishing is no longer a top activity for them. Increasing license costs, fuel costs, and gear costs can also influence participation. Recent inflationary increases have put pressure on household budgets.

Participation can also be affected by the quality and quantity of fishing opportunities. Target fish abundances and harvest constraints resulting from Endangered Species Act listings are a key driver for some fisheries, such as those in the Columbia River, but there are many other influencing factors, such as the weather and public access. Following several years of varied ocean conditions for salmon and steelhead, returns have been mixed, but remain below average 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.

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

* Upward Trend = negative result



Report Year	2020	2021	2022	2023	2024
Wildlife Damage Complaints Addressed Annually					
Actual	3,632	3,349	3,150	4,332	3,775
Target	3,670	3,590	3,590	3,590	3,300

How Are We Doing

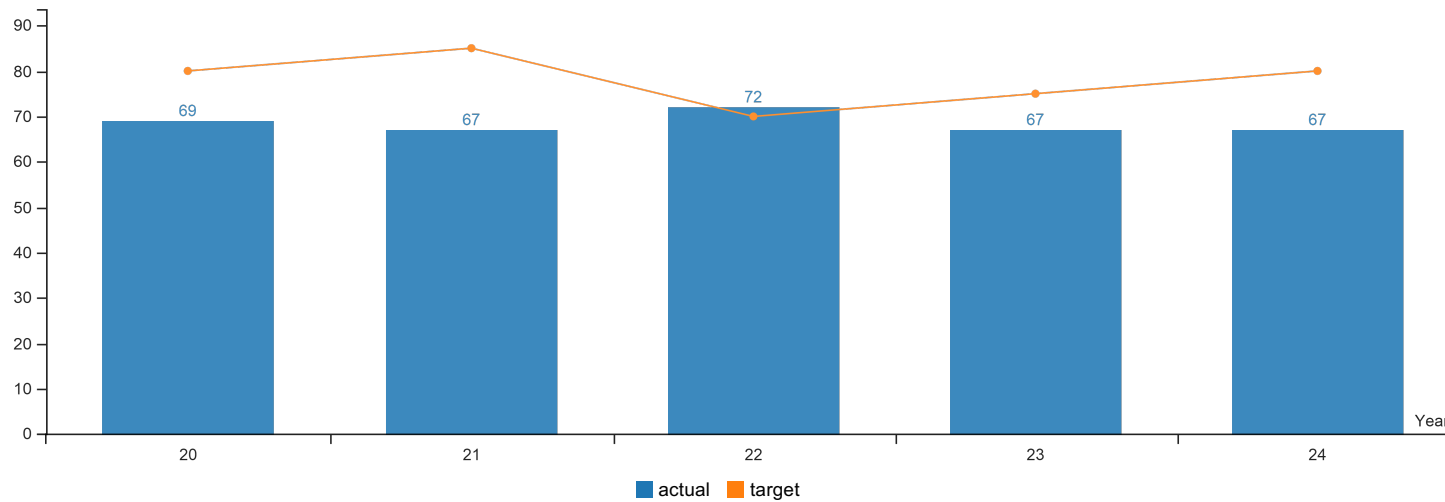
The 2024 report year measures wildlife damage complaint data from calendar year 2023. In 2023, there were 3,775 wildlife damage complaints addressed, which lands above the target. Since 2000, the total number of complaints has varied from a high of 5,419 in 2001 to a low of 3,150 in 2021. Annual complaint numbers have tended to be lower in recent years (average of 3,647 for the past five years) relative to earlier years (average of 4,187 for since 2000). Lower numbers of damage complaints allow the reader to infer that damage issues are being addressed and cooperative solutions to wildlife damage complaints are being found. While there may be a general downward trend in complaints since 2000, environmental factors can cause the number of species-specific complaints to vary widely from year to year.

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	2020	2021	2022	2023	2024
Percent of Fish Species of Concern Being Monitored					
Actual	69%	67%	72%	67%	67%
Target	80%	85%	70%	75%	80%

How Are We Doing

A large proportion of fish species of concern are currently monitored by ODFW. The percent monitored was 67% in report year 2024 (data is for calendar year 2023), the same as in calendar year 2022. This value is below the annual target of 80%. Variation in the types, timeframe, and purposes of monitoring efforts are not reflected in 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 and implement additional monitoring tools, including genetic based monitoring techniques, to improve monitoring capacity, efficiency, and species coverage. 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

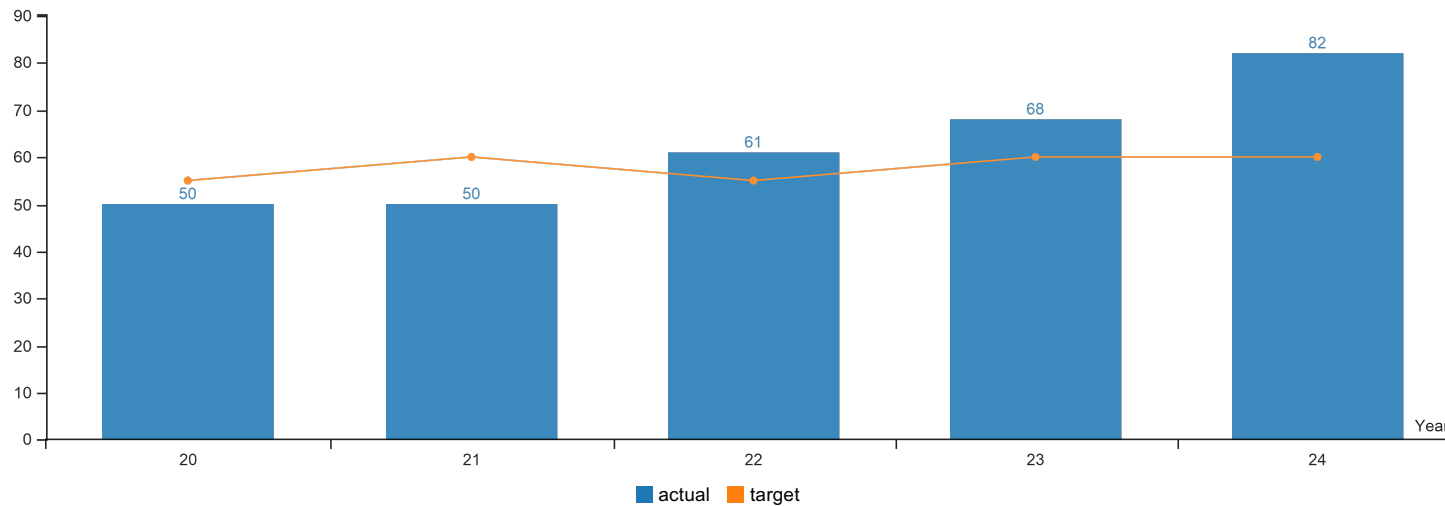
https://www.dfw.state.or.us/wildlife/diversity/species/docs/Sensitive_Species_List.pdf

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. Several species that typically are monitored biennially or episodically were not monitored in 2023 (Alvord chub, Borax Lake chub, Foskett speckled dace, and Lahontan cutthroat trout).

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	2020	2021	2022	2023	2024
Percent of Wildlife Species of Concern Being Monitored					
Actual	50%	50%	61%	68%	82%
Target	55%	60%	55%	60%	60%

How Are We Doing

The percent of wildlife ‘species of concern’ that were monitored in report year 2024 (calendar year 2023) was approximately 82%, an increase since last reporting year. The actual number of species monitored was above the current target level of 60%. The level of monitoring for these ‘species of concern’ has been between 50-68% over the previous five years. ‘Species of concern’ are taken to include those listed as threatened, endangered under the Oregon Endangered Species Act (OESA) and those recognized as ‘sensitive’ wildlife species in Oregon.

In 2016, the Oregon Fish and Wildlife Commission and the U.S. Fish and Wildlife Service approved both the *Oregon Conservation Strategy (Strategy)* and the updated Sensitive Species list. In 2021, the department further amended the Sensitive Species list, and has also modified the state threatened, endangered species lists (under the Oregon ESA), to take account of species’ legal status changes. Ninety-five wildlife listings are maintained as sensitive by the department and 21 as either threatened or endangered under the OESA.

This performance measure does not consider the types, methods or scale of monitoring conducted, nor the timeframe and purpose of monitoring. Also, because of logistical and resource constraints, there are often uncertainties related to population trends for many species. Trend data is not however considered by this performance measure. ODFW will continue to promote sustained monitoring efforts for the species prioritized in the *Strategy* (including the Nearshore Strategy component) in coordination and collaboration with our external conservation partners. The *Strategy* will be revised again in 2025.

Few species of concern are monitored exclusively by the department. Monitoring and research activities are mostly achieved through collaborative partnerships with other government agencies, academia, conservation organizations and volunteers (citizen science programs). 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 necessarily control the level of effort and is often directed or affected by other external mandates.

ODFW and conservation partners will continue to seek funding sources that will allow for new or sustained monitoring of wildlife priority species.

The lists of threatened and endangered species were last updated in 2024 to reflect the Commission's listing of the Killer Whale (Orca) (Southern Resident DPS) in February 2024 which is not within this reporting period. The list of sensitive species was updated in 2021.

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

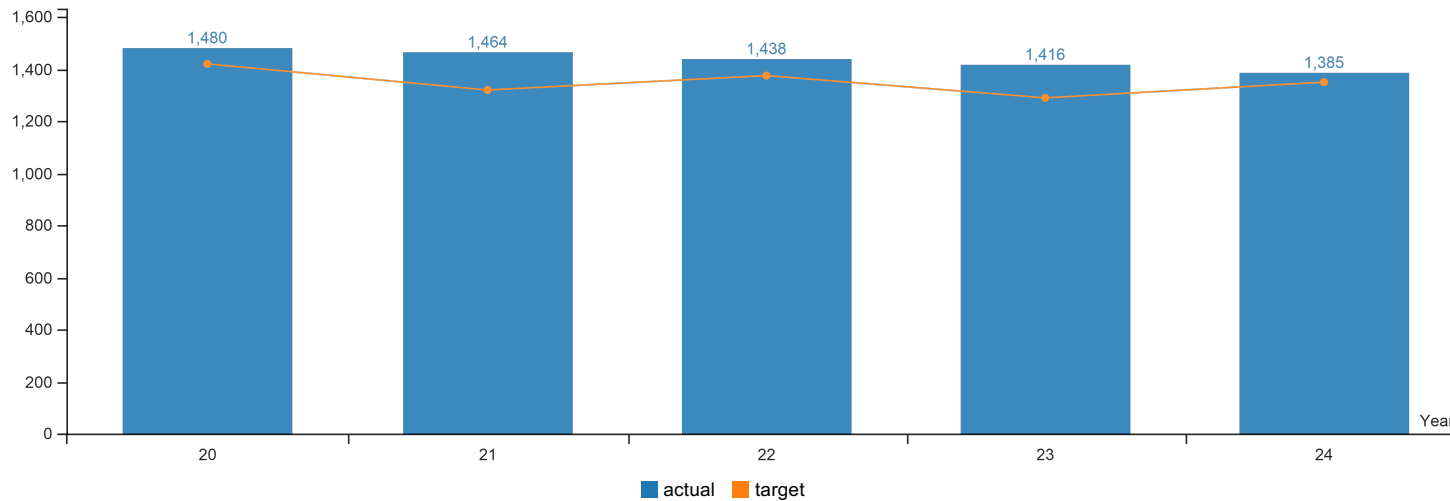
<http://www.oregonconservationstrategy.org/>

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 regardless of an increase or decrease in the number of species monitored. A significant number of species are monitored by ODFW's partner agencies, universities, consultants, 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	2020	2021	2022	2023	2024
Number of Unscreened Priority Water Diversions					
Actual	1,480	1,464	1,438	1,416	1,385
Target	1,420	1,320	1,375	1,290	1,350

How Are We Doing

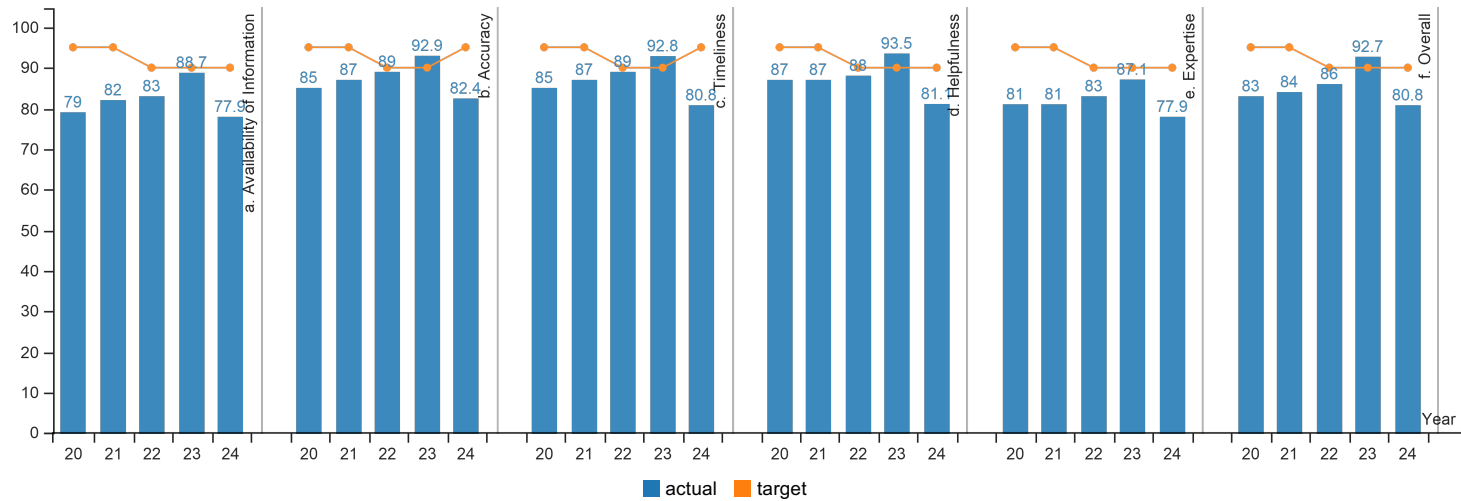
During the 2024 report year (2023 calendar year), ODFW provided financial assistance to install, upgrade, or replace 31 fish screen projects, protecting 99.1 cfs. of water. This does not include cost-shared fish passage projects or screen projects where we provided technical assistance but no financial assistance. ODFW also inspects and certifies fish screens required to meet ODFW screening criteria but funded outside of Oregon’s cost share or tax credit programs. There were 33 inspection-only projects and 17 tax credits issued this year. To prevent the loss of fish, ODFW continues to develop cooperative relationships to implement fish screening protection measures at water diversions.

Maintenance of existing fish screens is critical to ensure these projects continue to function for fish protection and water delivery. Additional resources are needed to maintain existing fish screens throughout Oregon as required by statute. The annual number of new fish screening projects continues to diminish due to increased maintenance responsibilities and costs, program staff reductions, flat budgets, and an increased focus on fish passage projects. ODFW has successfully implemented many valuable fish passage projects that take staff time and fiscal resources but are not reflected in these numbers.

Factors Affecting Results

Relevant factors influencing results include the available funds for screen installation and maintenance and the voluntary cooperation of landowners and water rights holders. Fish Screening Program staff assist water users with maintenance of fish screens installed through the ODFW Cost Share Program and are responsible for major maintenance of fish screens under 30 cfs. As the number of installed fish screens increases, maintenance responsibility and costs also rise. Budget reductions to the Fish Screening and Passage Program have reduced staff in headquarters and in field operations. Increased complexity and costs associated with permit acquisition, installation and maintenance of fish screens, along with reduced funds and staff, decrease the ability of the Fish Screening 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	2020	2021	2022	2023	2024
a. Availability of Information					
Actual	79%	82%	83%	88.70%	77.90%
Target	95%	95%	90%	90%	90%
b. Accuracy					
Actual	85%	87%	89%	92.90%	82.40%
Target	95%	95%	90%	90%	95%
c. Timeliness					
Actual	85%	87%	89%	92.80%	80.80%
Target	95%	95%	90%	90%	95%
d. Helpfulness					
Actual	87%	87%	88%	93.50%	81.10%
Target	95%	95%	90%	90%	90%
e. Expertise					
Actual	81%	81%	83%	87.10%	77.90%
Target	95%	95%	90%	90%	90%
f. Overall					
Actual	83%	84%	86%	92.70%	80.80%
Target	95%	95%	90%	90%	90%

How Are We Doing

ODFW sends 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 report year 2024 (calendar year 2023), a total of 869 customer survey responses were recorded, 81% 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 78% and 83%. Availability of Information and Expertise are tied as the lowest ranking areas, while Accuracy was the highest-ranking area. When assessing all customers each of the six categories fall short of the 90% target.

When customers who made purchases directly from ODFW offices are separated into their own group, these customers provide higher rankings for all categories, with “good” or “excellent” ratings ranging between 92% and 96%. For this group of customers, 95% ranked the overall quality of services they received while making a purchase in an ODFW office as “good” or “excellent”. This indicates that customers who make purchases directly from an ODFW office tend to be much more satisfied with their experience.

To further enhance customers’ 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

ODFW’s customer service survey is emailed to recreational license holders who purchased a license during the reporting year, opted in to communications, and had a valid email address in the ODFW license database. Typically, this survey goes out four times annually. Results are calculated by aggregating all responses from the quarterly surveys together for the calendar year.

In 2018 and years prior the groups of customers surveyed included: customers who made purchases through external vendors (for example, 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, there is no longer a mail or fax machine customer group, as these purchase methods were discontinued with the launch of ODFW’s Electronic Licensing System (ELS).

Compared to 2022, 2023 showed a decrease in customer experience across all categories, as the percentage of customers that ranked customer service as “good” or “excellent” went from a range of 87% - 94% to a range of 78% - 83%. Potential factors that could have had an impact on scores in 2023 include: survey implementation issues; a nationwide decrease in customer service; and measurement gaps stemming from changes in how most purchases are made.

Survey Implementation: In 2023 due to a delay in service from a third-party contractor the agency lacked a survey platform tool to conduct the second quarter customer service survey resulting in no data collected for that quarter. Changes from the normal survey sampling process were compounded by small sample sizes in the first and third quarters causing the majority of 2023 survey responses being collected in the fourth quarter, rather than the standard practice of collecting a similar number of survey responses across each timeframe. This sampling difference from previous years is very apparent and it may have impacted survey results, as 77% of the responses were collected from the fourth quarter when this would usually be around 25%. Most purchases are made in Q1 and Q2 and a relatively small portion of purchases are made in Q4, as the vast majority of products sold are only valid for the calendar year in which the purchase was made. For 2024, ODFW is striving to return to our normal customer service sampling practices.

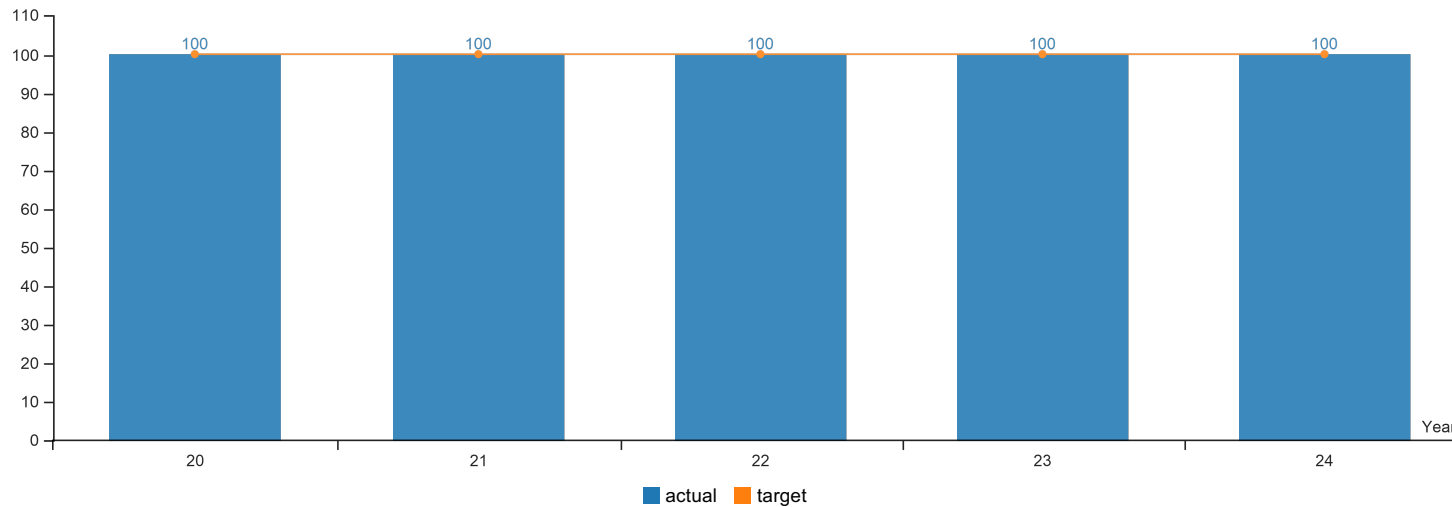
2023 Nationwide Customer Service Ratings: Reports from national surveys, such as the Customer Care Measurement & Consulting’s “National Customer Rage Survey” and Customer Management Practice’s “2023 June Market Study: CX Trends, Challenges, & Opportunities”, show that Americans reported noteworthy decreases in customer service from 2022 to 2023. National trends, especially in the retail sector, have potential to impact ODFW’s ratings since 90% of customers who provided a rating made their purchase from an external vendor through a retail store. As noted, when data is partitioned to separate out the customers who made purchases directly from ODFW offices these customers provide higher rankings for all categories, with 95% leaving a “good” or “excellent” rating on the overall quality of services. It should also be noted, that greater than 50% of purchases are now made “self-serve” online through our electronic licensing system. The experience of these individuals is not tracked directly by this KPM.

Online purchases: The way that customers make purchases has changed significantly in recent years, with the 2020 pandemic increasing the shift towards online purchases. This has resulted in an annual trend of a greater portion of sales occurring through the Electronic Licensing System (ELS). In 2019, 38% of ODFW’s license revenues came from internet sales; this figure has since increased to 50% in 2023. While the experience of these online customers is not captured in the Customer Service KPM this information is being collected. In 2019, ODFW started gathering information on the customer service experience of the growing customer group making online purchases through ELS. In 2023, the agency collected and reviewed customer feedback from a total of 2,544 customers who made purchases through ELS. The format of the questions asked are not consistent with the KPM metrics, however ODFW reviews the completed surveys for feedback on ways to improve customers’ online purchase experience. Results from the online survey show the overall quality of services has decreased 12 percentage points since last year. The percent of survey respondents

rating this factor as “good” or “excellent” was 68% in 2023. ODFW is constantly implementing customer feedback to improve ELS, recent changes allow anglers to access fishing maps and save favorite fishing locations. These types of changes will allow for an increase in customers’ ability to find answers to questions while using the app.

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	2020	2021	2022	2023	2024
Percent of Best Practices Met by the Oregon Fish and Wildlife Commission					
Actual	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%

How Are We Doing

Results for the 2024 report year come from a survey implemented in December 2023 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 East Region seat. All six Commissioners completed the survey on best practice fulfillment for the 2023 reporting period. This self-assessment process allows the OFWC to think about how its activities meet best practice standards, and 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.

All best practices, except number 13, were reported to be met by all respondents. The majority of respondents still agreed that number 13 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 13 is, "The Commission coordinates with others where responsibilities and interests overlap".

Many of the comments describe how OFWC has met the individual best practices and were neutral in tone. Both survey comments under best practice 5, "The Commission is appropriately involved in the review of the agency's key communications" were positive in nature and indicated that there are mechanisms within ODFW that share news updates and that the ODWC puts attention on communication efforts, "This is a huge area of focus and will continue to be so with the upcoming website revamp."

Survey results recognize 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 indicated that the agency is responsive to Commission input during POP (policy option package) development. It was also noted that the current Commission is active in the budget development process stating, "We have one Commissioner designate on the External Budget Committee. We review and help prioritize all POP's as well as approve the recommended budget sent to the Governor."

While all best practices were met, survey comments indicated that there are opportunities for improvement in the areas of training and coordination. Specifically, best practices 12-“Commission members act in accordance with their roles as public representatives”, 13-“Commission coordinates with others where responsibilities and interests overlap”, and 14-“Commission members identify and attend appropriate training sessions”, comments suggest expanded on-boarding resources, especially for new Commissioners, and more interaction with related commissions, for example holding an inter-agency meeting with other natural resource agencies.

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.