Department of State Lands
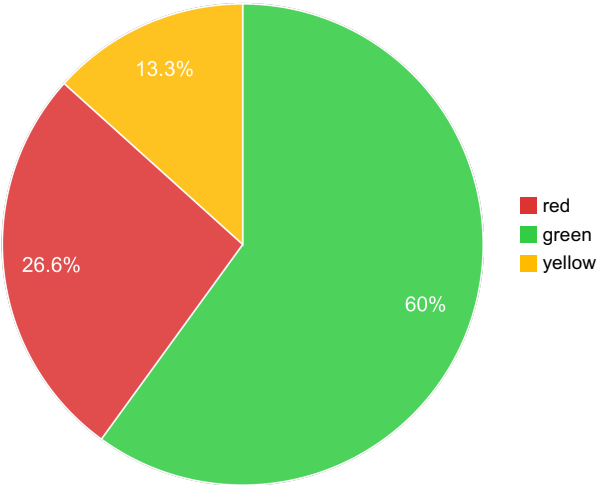
Annual Performance Progress Report

Reporting Year 2024

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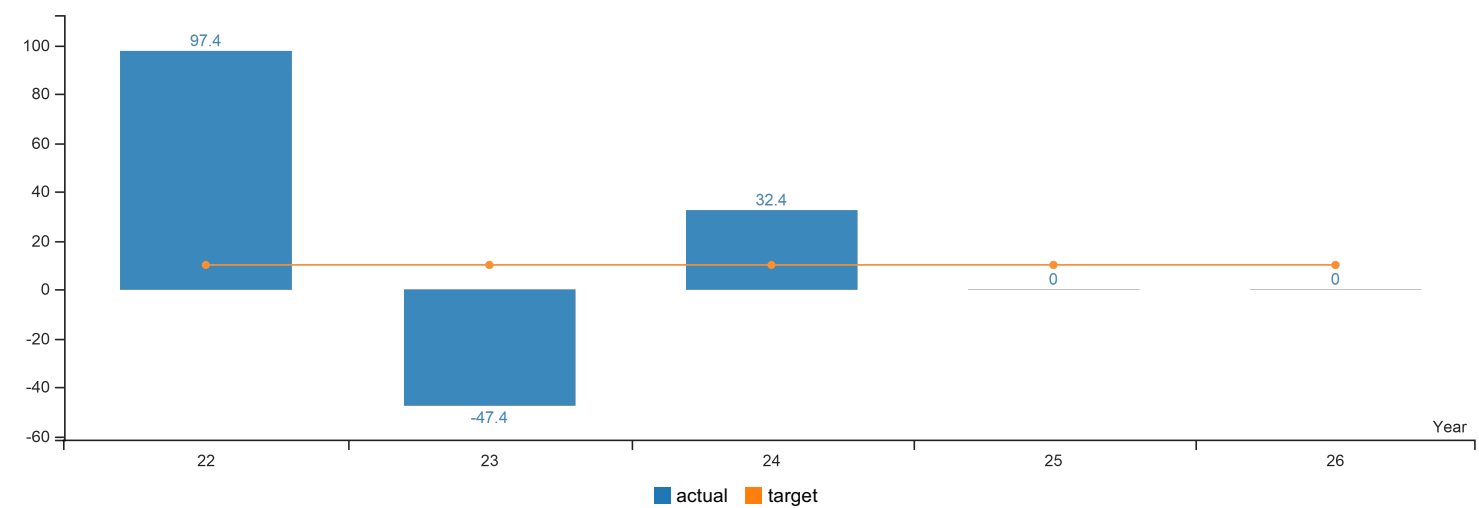| KPM #	Approved Key Performance Measures (KPMs)
1	Increase in Deposits to the Common School Fund - Percent annual increase in amount of cash generated by agency activities deposited to the Common School Fund.
2	Administrative and Operational Costs - Percent of program revenue streams used to cover administrative and operational costs of programs for forest and non-forest lands.
3	Increase in Revenues from Land Management Activities - Percent increase in revenues generated by all Land Management activities, exclusive of timber harvest receipts from the prior year
4	Complete Management Plans or Policies - Percent of DSL lands and waterways with completed area management plans or policies.
5	No Net Loss of Wetlands - Change in wetland acreage due to all regulatory actions, including enforcements.
6	Number of Days for a Permit Decision - Average number of days for an agency permit decision after receipt of a complete application.
7	Annual Resolution of Removal-Fill Permit Non-Compliance - Percent of removal-fill permit non-compliance conditions that have a final resolution in place within 12 months from date non-compliance is determined.
8	Annual Resolution of Removal - Fill Violations Related to Unauthorized Activities-Percent of removal-fill violations that have a final resolution in place within 12 months of receipt of a complaint generating determination of a violation.
9	Agency Response Time to Wetland Delineation Reports - Average number of days for the agency initial review and response to a complete wetland delineation report.
10	Agency Response Time for Wetland Land Use Notices - Average number of days for an agency response to wetland land use notices.
11	Use of Payment to Provide Moneys - Percent payment-to-provide money received in Mitigation Bank Fund obligated and committed within one year.
13	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
15	South Slough National Estuarine Research Reserve Operation Costs Leveraged. - Percent of SSNERR operations funded from sources other than CSF, including leverage from grants, fees, program revenues and gifts.
16	South Slough National Estuarine Research Reserve Education Actions - Percentage of SSNERR education programs that use a structured assessment process surveys to provide information and decision support services responsive to audience needs.
17	Best Practices - Percent of total best practices met by the Land Board.

Proposal	Proposed Key Performance Measures (KPMs)
Delete	Administrative and Operational Costs - Percent of program revenue streams used to cover administrative and operational costs of programs for forest and non-forest lands.
New	Administrative and Operational Costs - Percent of program revenue streams used to cover administrative and operational costs of programs for forest and non-forest lands exclusive of the Elliott State Research Forest (ESRF)
Delete	Increase in Revenues from Land Management Activities - Percent increase in revenues generated by all Land Management activities, exclusive of timber harvest receipts from the prior year
New	Increase in Revenues generated by all Land Management Activities - Percent increase in revenues generated by all Land Management activities, exclusive of ODF-managed forestland timber harvest receipts from the prior year.
Delete	Complete Management Plans or Policies - Percent of DSL lands and waterways with completed area management plans or policies.
Delete	Annual Resolution of Removal-Fill Permit Non-Compliance - Percent of removal-fill permit non-compliance conditions that have a final resolution in place within 12 months from date non-compliance is determined.
Delete	Annual Resolution of Removal - Fill Violations Related to Unauthorized Activities-Percent of removal-fill violations that have a final resolution in place within 12 months of receipt of a complaint generating determination of a violation.
New	Annual Resolution of Removal-Fill Violations - Percent of removal-fill violations that have a final order in place within 12 months of opening an enforcement record.
Delete	South Slough National Estuarine Research Reserve Education Actions - Percentage of SSNERR education programs that use a structured assessment process surveys to provide information and decision support services responsive to audience needs.
New	South Slough National Estuarine Research Reserve Customer Served. - Total number of people served through Reserve program's only, totaled from: PreK-university formal education classes; Teacher training; Coastal training program events; Public and outreach activities (i.e., events and community classes).

Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	60%	13.33%	26.67%

KPM #1	Increase in Deposits to the Common School Fund - Percent annual increase in amount of cash generated by agency activities deposited to the Common School Fund.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result

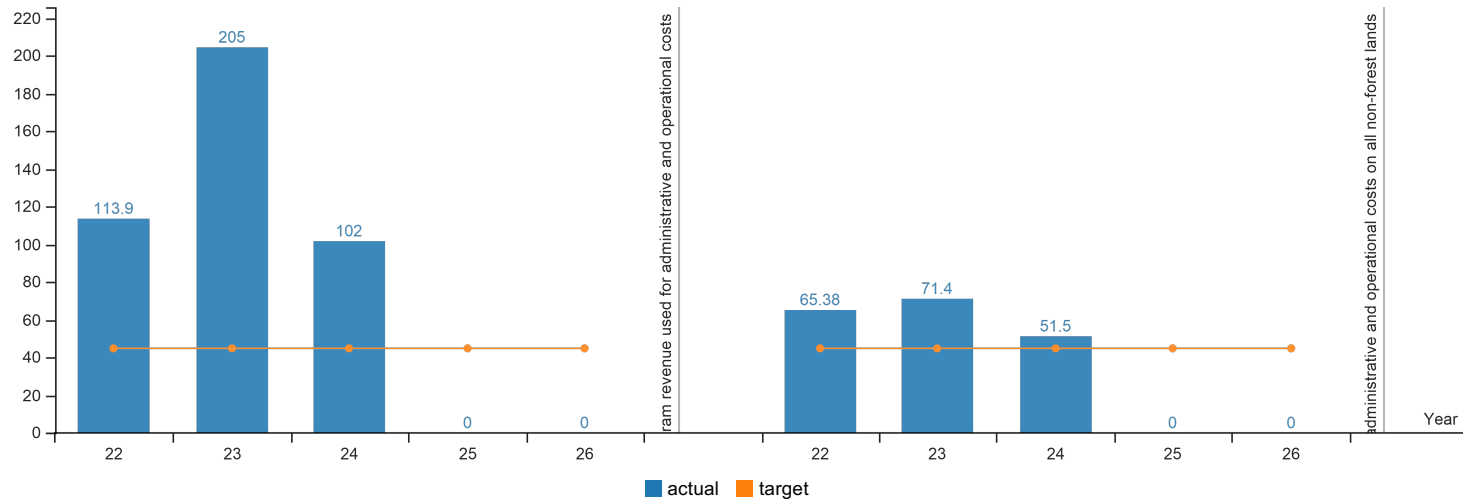| Report Year	2022	2023	2024	2025	2026
Annual amount of cash generated by agency activities deposited to the Common School Fund					
Actual	97.40%	-47.40%	32.40%		
Target	10%	10%	10%	10%	10%

How Are We Doing

Deposits to the Common School Fund increased by 32.4 percent from the prior year.

Factors Affecting Results

The increase to the cash generated in 2024 is due to following:

- In fiscal year 2024, the Real Property program sold $4.3 million of land. There were no land sales in fiscal year 2023.
- Unclaimed Property program continues to increase their receipts. In fiscal year 2024, the number of receipts was $147 million, up $34 million or 28.5% from fiscal year 2023.

KPM #2	Administrative and Operational Costs - Percent of program revenue streams used to cover administrative and operational costs of programs for forest and non-forest lands.
	Data Collection Period: Jul 01 - Jun 30

Report Year	2022	2023	2024	2025	2026
a. Percentage of forest lands program revenue used for administrative and operational costs					
Actual	113.90%	205%	102%		
Target	45%	45%	45%	45%	45%
b. Percentage of program revenue used for administrative and operational costs on all non-forest lands					
Actual	65.38%	71.40%	51.50%		
Target	45%	45%	45%	45%	45%

How Are We Doing

The Department KPM 2a and 2b results are better than the previous six years. Revenues for forest lands were up by $1.5 million in FY24, and forestland expenses decreased by $1.4 million compared to the previous year. The Elliott State Research Forest continues to not generate harvest revenue, and incurs ongoing management costs, impacting KPM 2a.

Non-forestland management revenue was up by $2.6 million, and expenses were down by $3.2 million. These improvements decreased the percentage of program revenue used for administrative and operational costs on all non-forest lands by 20% when compared to the previous year.
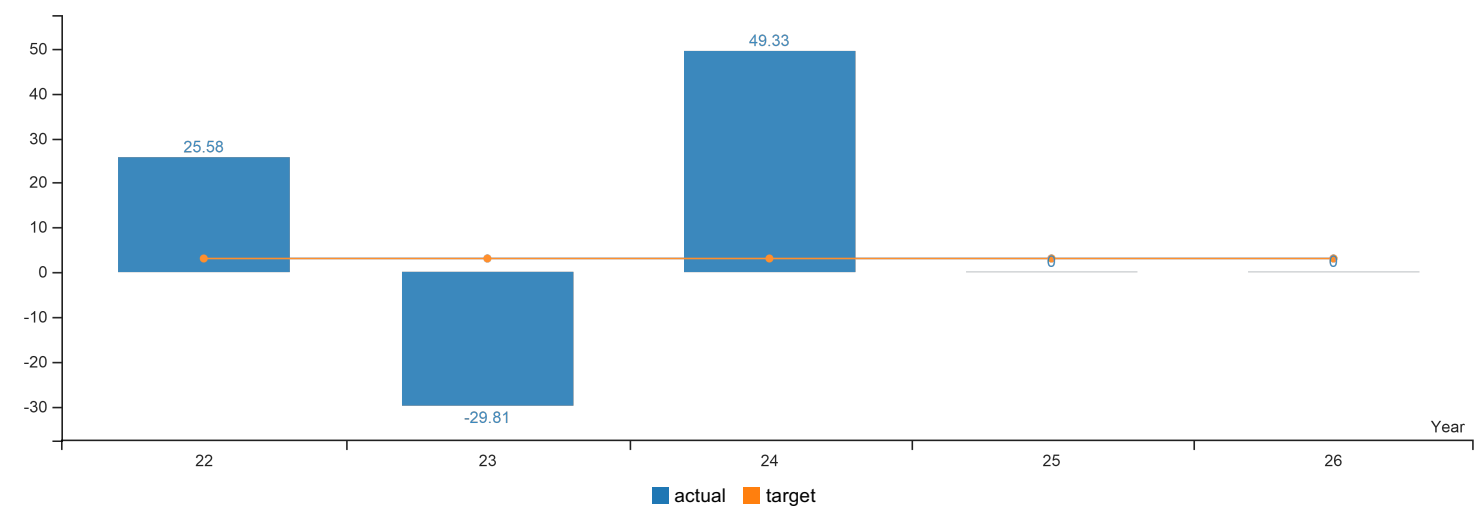
Factors Affecting Results

Measure 2a continues to be driven by the Elliott State Research Forest (ESRF). The ESRF was historically a major revenue source for the Common School Fund. However, since 2013, ownership and management of the ESRF has resulted in a net cost. This process of exploring decoupling opportunities has resulted in significant ongoing costs – primarily consultant contracts for process facilitation and development of a Habitat Conservation Plan. Another factor affecting this performance measure is the cost of onsite management of the Elliott by a professional forest management company.

With the hiring of a forester in 2019, the Department has been able to evaluate the forestlands portfolio and identify both opportunities for cost savings as well as opportunities for revenue generation from non-certified forestlands. The Department de-certified or transferred of management 4,907 acres of forestlands in the Klamath District from Oregon Department of Forestry back to DSL, of, which will result in a cost savings of approximately $220,000 annually. Additionally, DSL-managed forest has been actively managing timber projects which increase revenue.

Under KPM 2b, non-forestland management operations revenues were up 49% and expenses were down nearly 57% compared to FY23. Revenues were up largely due to proprietary waterways (easements) but also increases in rangeland revenues.

KPM #3	Increase in Revenues from Land Management Activities - Percent increase in revenues generated by all Land Management activities, exclusive of timber harvest receipts from the prior year
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = positive result

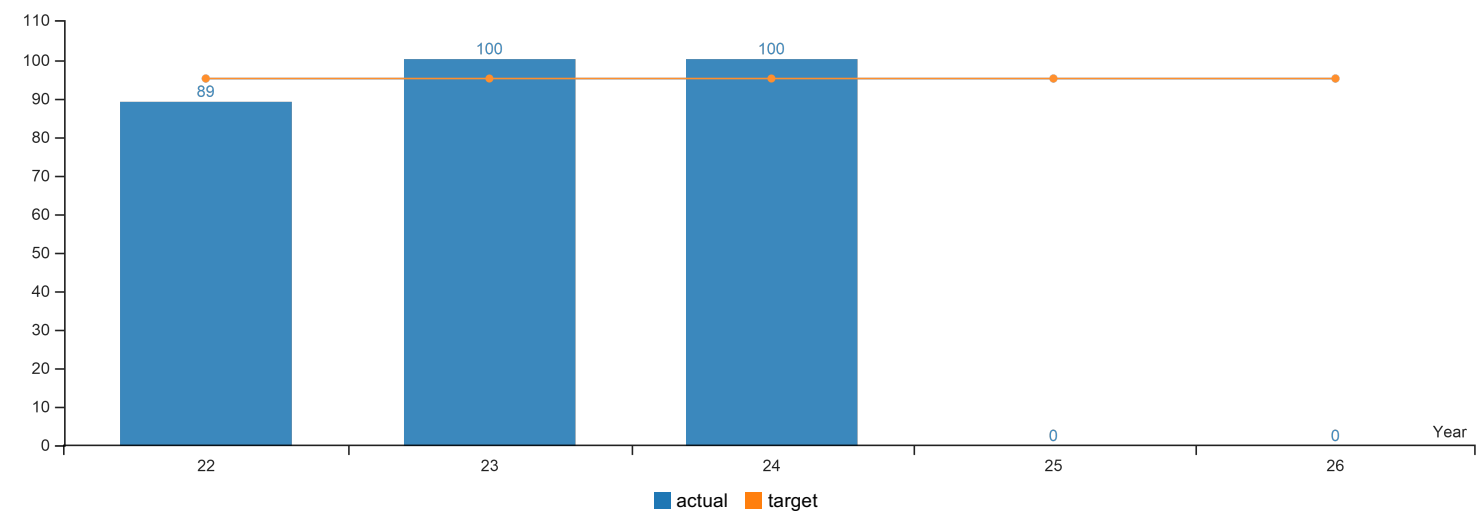| Report Year	2022	2023	2024	2025	2026
Increase in Revenues from Land Management Activities					
Actual	25.58%	-29.81%	49.33%		
Target	3%	3%	3%	3%	3%

How Are We Doing

Revenues went up in FY2024 mainly due to proprietary waterway increases (+$1.8m) of revenue, which may be related to market conditions and easement cycles. Rangelands were also up over $300,000 when compared to the previous year. The remaining codes exhibited minor changes.

Factors Affecting Results

The main factors are likely waterway easement renewal cycles. This value was down in FY23, missing the target, while revenues were significantly up in FY24, exceeding the target percentage significantly.

KPM #4	Complete Management Plans or Policies - Percent of DSL lands and waterways with completed area management plans or policies.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = positive result

Report Year	2022	2023	2024	2025	2026
Percent of Completed Area Mgmt Plans or Policies					
Actual	89%	100%	100%		
Target	95%	95%	95%	95%	95%

How Are We Doing

In FY24, there are no changes, as these area management plans have been completed as proposed in the 2012 Real Estate Asset Management Plan.
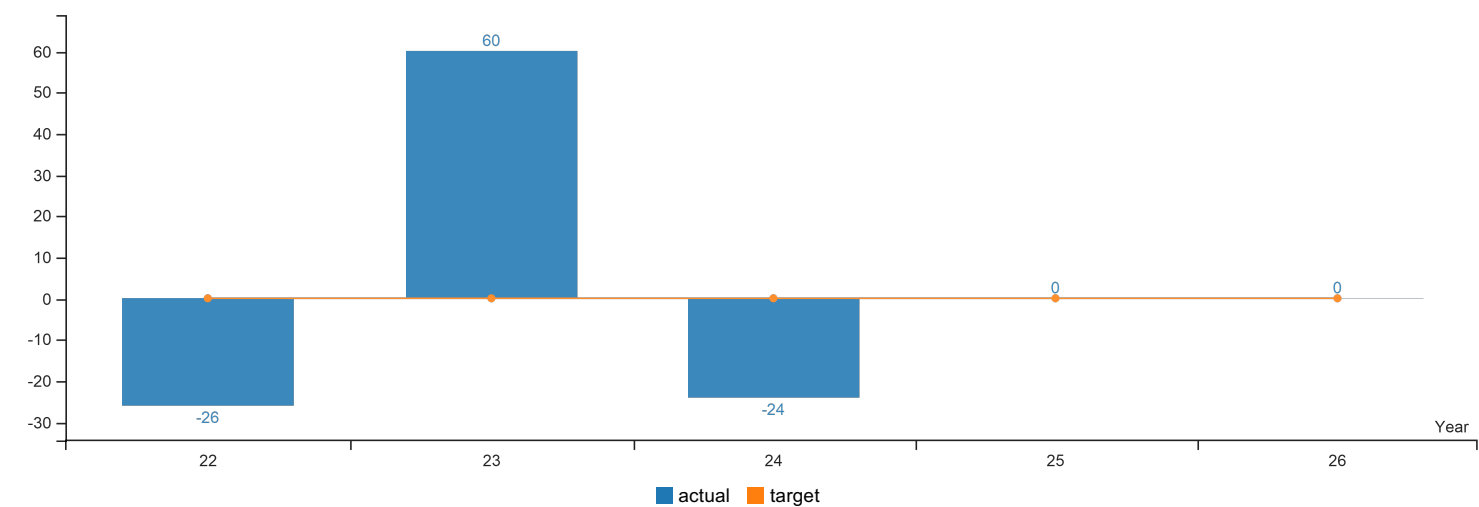
Factors Affecting Results

The Department has developed management plans for the largest and highest value parcels. The remaining lands without management plans consist primarily of smaller, geographically scattered parcels, so the return on investment in developing plans is low. The Department will move away from having management plans focused on a specific geographic region or specific parcels and will instead create an overarching statewide management plan.

The Department has completed the 2024 Asset Management Plan, which will go to the Land Board in October 2024 for approval consideration.

In addition to developing the new management plan, the Real Property program's priorities include the work on investigating the renewable energy potential of DSL lands and increasing value of the Department's industrial, commercial, and residential development properties such as the South Redmond parcel.

KPM #5	No Net Loss of Wetlands - Change in wetland acreage due to all regulatory actions, including enforcements.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result

Report Year	2022	2023	2024	2025	2026
No Net Loss of Wetlands - change in wetland acreage due to regulatory actions.					
Actual	-26	60	-24		
Target	0	0	0	0	0

How Are We Doing

The target of no net loss of wetlands was not met for FY 24. There was a net loss of 24 acres of wetlands through permitted impacts, enforcement actions, compensatory mitigation, voluntary restoration and a mitigation bank.

DSL discovered data errors and made corrections for projects reported in fiscal years 2020 and 2021. The resulting changes to acres of gains and loss of wetlands are reflected above. Of note, large wetland gains from a couple of voluntary habitat projects were reported as restoration in FY 21 but were enhancement of existing wetlands. Wetland enhancement does not result in a gain in wetland acres and is not used for this measure.
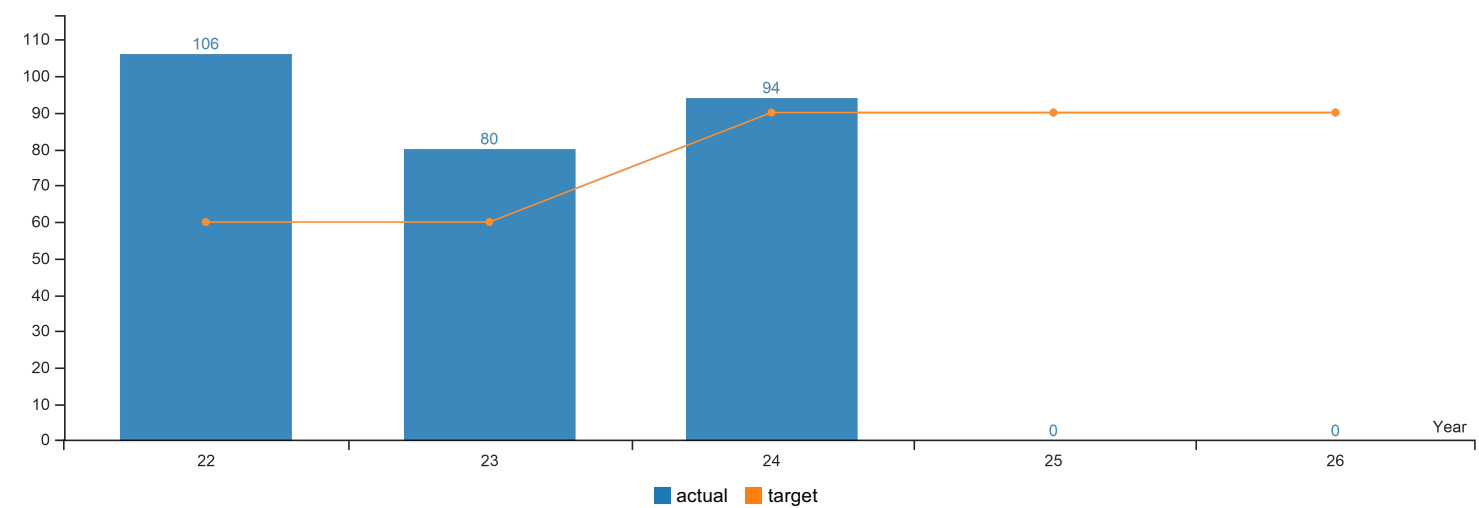
Factors Affecting Results

The Department applies mitigation requirements based upon its regulatory authorities and responsibilities. Additionally, wetlands are gained from voluntary habitat projects conducted by private organizations and agencies. This measure varies greatly from year to year, typically due to when there are gains from mitigation banks and voluntary habitat projects. There was one new mitigation bank counted this fiscal year.

DSL is discussing how we use data to report on this measure and hopes to make changes next year. Currently, gains from mitigation banks – larger wetland habitat projects approved to sell credits to others as compensation for permitted wetland losses - are counted the year the project is constructed. However, these credits are sold to compensate for permitted losses of wetlands over 5-10 years, or more. In contrast, loss of wetlands is counted the fiscal year when a permit is issued. DSL is developing a new database that is expected to go-live in November 2025 and will improve how we track this information.

KPM #6	Number of Days for a Permit Decision - Average number of days for an agency permit decision after receipt of a complete application.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = negative result

Report Year	2022	2023	2024	2025	2026
Average number of days for an agency permit decision					
Actual	106	80	94		
Target	60	60	90	90	90

How Are We Doing

The Department averaged 94 days to make a permit decision in FY 24. This does not meet the target of 60 days or less.
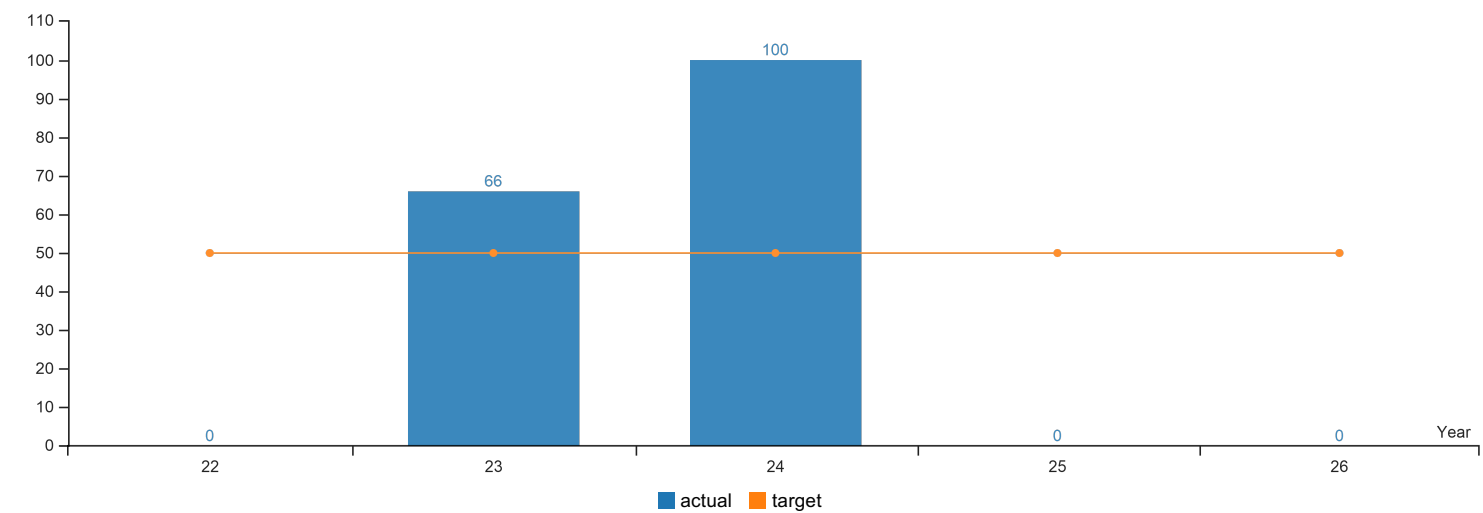
Factors Affecting Results

This measure reports decision timeframes for Individual Permits, which are often related to large projects with significant impacts. The applications often require a high level of technical information and agency review. Factors that affect the results are the overall number of permit applications, staff capacity, the number of very complex projects including long linear projects, and the quality of permit applications.

The statutory requirement for the agency to reach a permit decision is 120 days, which includes a 30-day completion review, a 30-day public review period, and 90 days to make a permit decision.

KPM #7	Annual Resolution of Removal-Fill Permit Non-Compliance - Percent of removal-fill permit non-compliance conditions that have a final resolution in place within 12 months from date non-compliance is determined.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = positive result

Report Year	2022	2023	2024	2025	2026
Annual Resolution of Non-Compliance Conditions					
Actual	0%	66%	100%		
Target	50%	50%	50%	50%	50%

How Are We Doing

The Department exceeded the target of having a resolution in place within 12 months for 50 percent of permit non-compliance instances in FY 24. The Department recorded two permit non-compliance cases in FY 24, and both were resolved within 12 months from the date non-compliance was determined.
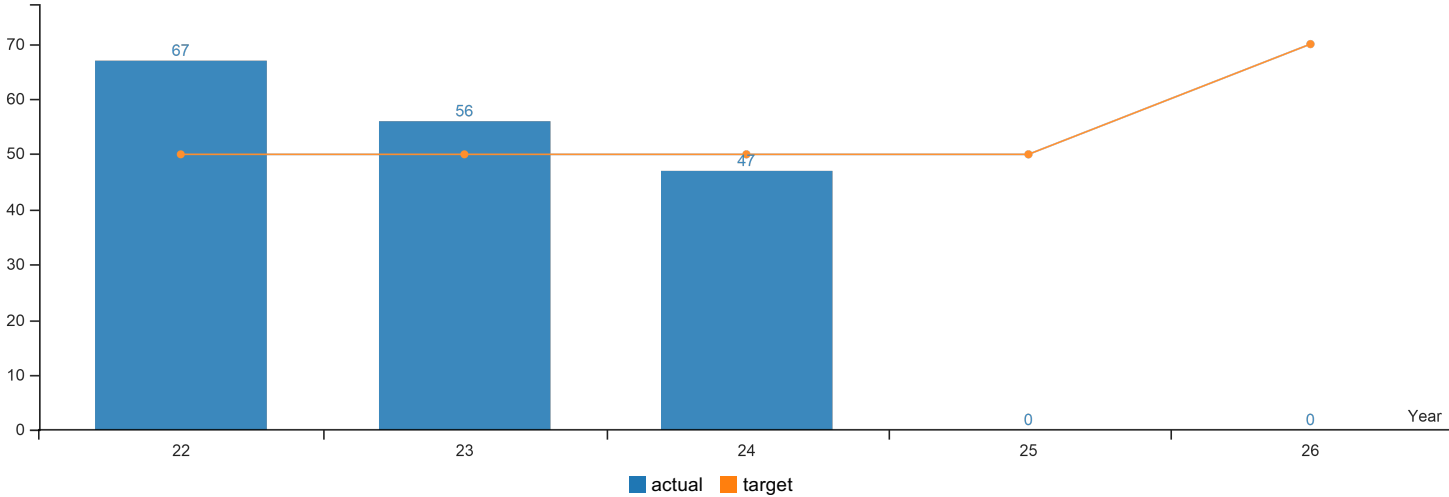
Factors Affecting Results

The amount of time it takes to pursue and resolve permit non-compliance can depend on many factors, including the number of pending agency actions, landowner cooperation, and the specifics of each non-compliance issue. The Department continually seeks to achieve greater clarity and consistency in permits. There are very few enforcements for non-compliance with a permit condition, which causes each enforcement to have a large influence on the percentage.

DSL is proposing to delete this KPM during the 2025 session and report permit non-compliance enforcements with KPM 8 (Annual Resolution of Removal-Fill Violations).

KPM #8	Annual Resolution of Removal - Fill Violations Related to Unauthorized Activities-Percent of removal-fill violations that have a final resolution in place within 12 months of receipt of a complaint generating determination of a violation.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = positive result

Report Year	2022	2023	2024	2025	2026
Percent of Removal-Fill Violations					
Actual	67%	56%	47%		
Target	50%	50%	50%	50%	70%

How Are We Doing

The Department did not meet the target of having a resolution in place within 12 months for violations related to unauthorized activity in FY 24. The Department closed 19 enforcements for unauthorized activities during the reporting period. Of the 19 violations, 9 were resolved within 12 months.
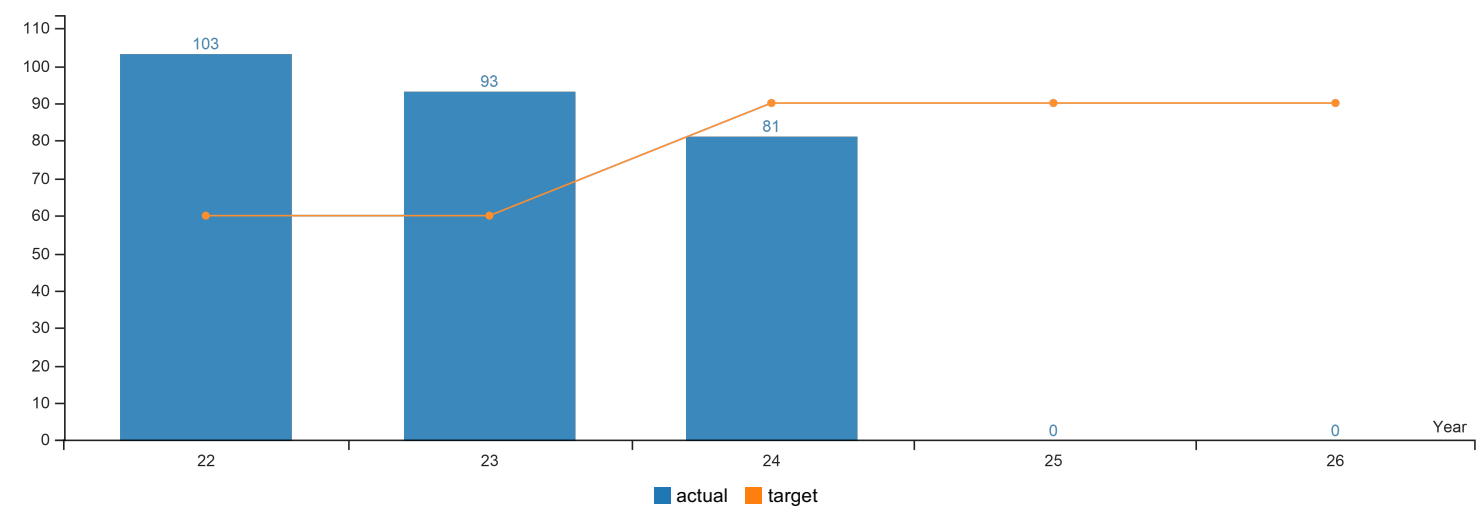
Factors Affecting Results

The amount of time it takes to pursue and resolve violations can depend on many factors, including landowner cooperation and the specifics of each violation.

DSL is proposing to change this KPM in the 2025 session to: Annual Resolution of Removal-Fill Violations - Percent of removal-fill violations that have a final order in place within 12 months of opening an enforcement record. This language will allow the Department to report on all enforcement cases in one measure and remove KPM 7 since both follow the same resolution process.

KPM #9	Agency Response Time to Wetland Delineation Reports - Average number of days for the agency initial review and response to a complete wetland delineation report.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = negative result

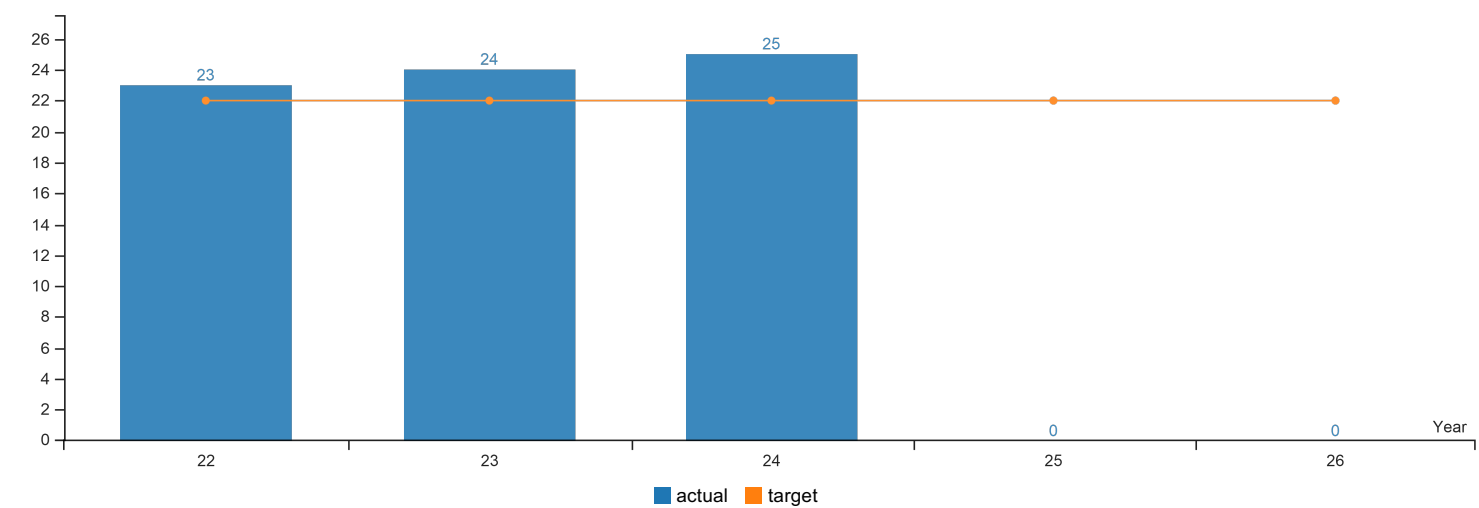| Report Year	2022	2023	2024	2025	2026
Agency Response Time to Wetland Delineation Reports Within 120 Days					
Actual	103	93	81		
Target	60	60	90	90	90

How Are We Doing

The Department did not meet the target of responding to a wetland delineation report within 60 days. The average agency response time for FY 24 was 81 days, which is 12 days less than FY 23. However, the agency has met the 120-day statutory requirement since FY 2009.

Factors Affecting Results

Delineation reports provide information on wetland boundaries and information about the wetland needed for permitting. The complexity and number of delineation reports submitted for review affects the average review time. Reports for complex projects can significantly extend review times. The number of reports in FY 21, FY 22, FY 23, and FY 24 were 318, 344, 360, and 331 respectively. Other factors include the high number of responses to wetland notices from local governments (see KPM 10) and requests to review wetland presence/absence from the public (wetland determinations), which are reviewed by the same staff reviewing wetland delineation reports.

KPM #10	Agency Response Time for Wetland Land Use Notices - Average number of days for an agency response to wetland land use notices.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = negative result

Report Year	2022	2023	2024	2025	2026
Agency Response Time for Wetland Land Use Notices Within 30 Days					
Actual	23	24	25		
Target	22	22	22	22	22

How Are We Doing

During FY 24, the average Department response time was 25 days, which is consistent with previous years but above the target of 22 days. The statutory requirement is 30 days.
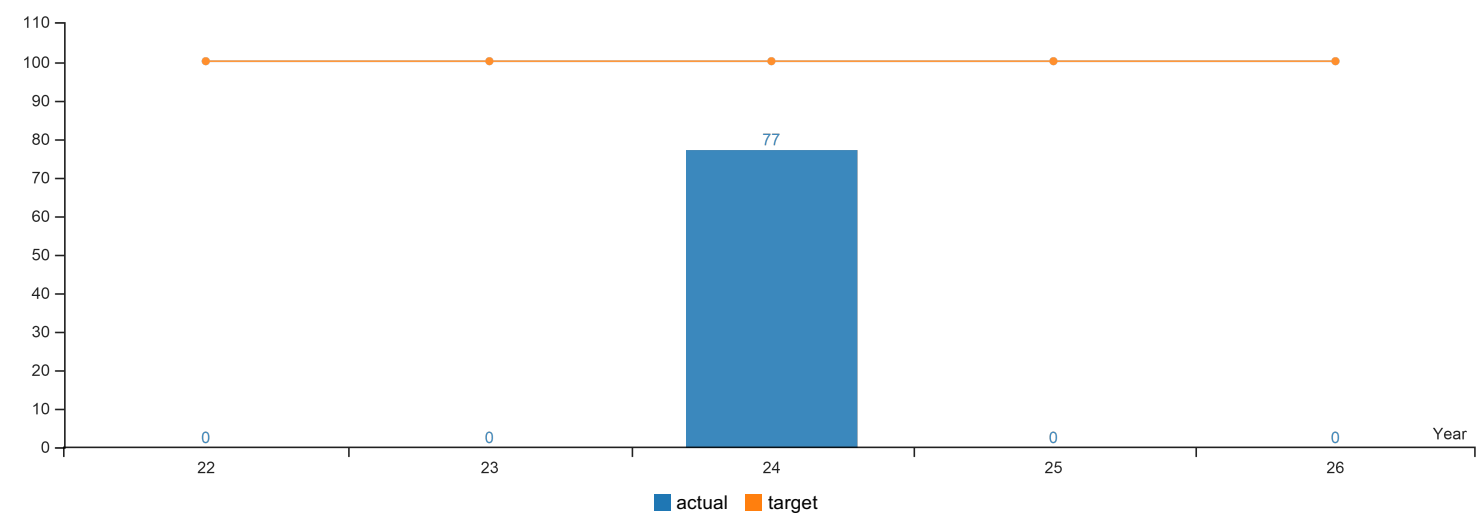
Factors Affecting Results

The number of wetland land use notices received is influenced by how well the economy is doing and by how well DSL explains notification requirements to local governments. The Department responded to 861 notices in FY 24. That is a 14 percent decrease from FY 23 and a 30 percent decrease from FY 22.

After rising in FY 21 and FY22, the number of wetland land use notices received have declined for the last two fiscal years. The Department will continue its outreach efforts to local county and city planners explaining the process and encouraging participation.

KPM #11	Use of Payment to Provide Moneys - Percent payment-to-provide money received in Mitigation Bank Fund obligated and committed within one year.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result

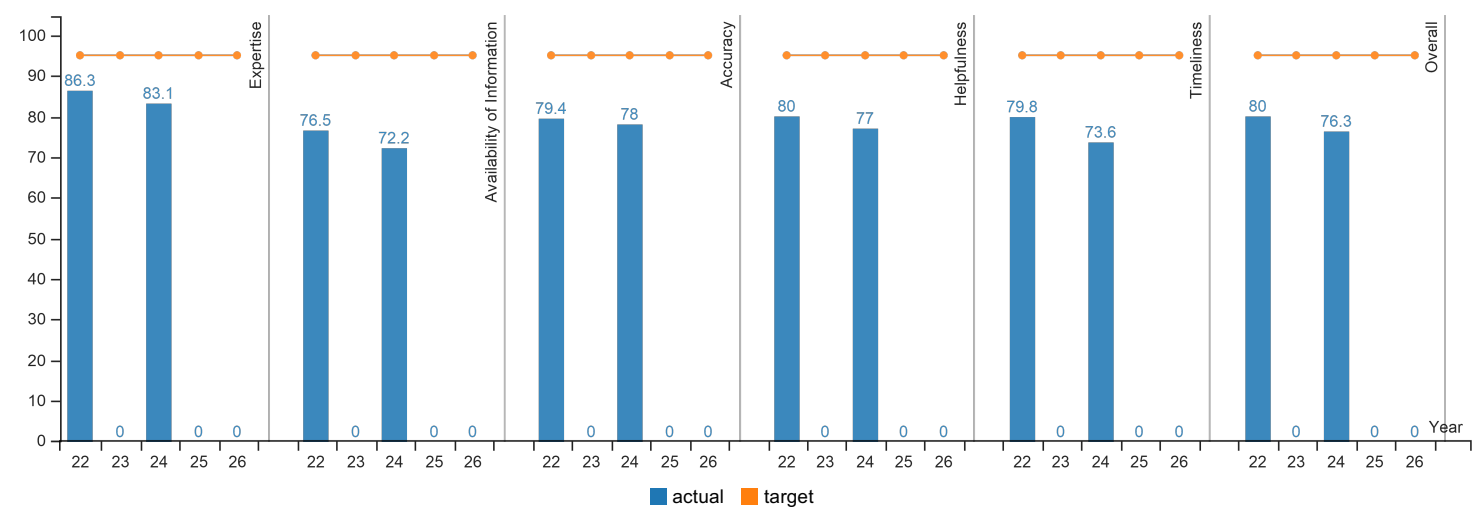| Report Year	2022	2023	2024	2025	2026
Payments into and out of revolving fund					
Actual	0%	0%	77%		
Target	100%	100%	100%	100%	100%

How Are We Doing

The Department did not meet the target in FY 24. The Department received $306,206.53 into the Oregon Removal-Fill Mitigation Fund in FY 23 that should be committed to projects within one year, i.e., during FY 24. One new project was funded in FY 24 for $236,537.

Factors Affecting Results

Identifying projects and committing funding can take multiple years. DSL partially funded a tidal marsh enhancement project in the Coos Estuary in FY 24. DSL began discussing potential projects with the Coos Watershed Association in 2021. DSL continues to reach out to potential project partners including other state agencies, consultants, and the conservation community to encourage project development.

Staff capacity to seek new mitigation projects has been limited during the last several years by new private sector mitigation bank proposals under review. More mitigation banks will reduce the need for these payments to the Fund in high-demand areas. DSL has two permanent mitigation specialists and one limited duration mitigation coordinator.

KPM #13	Customer Service - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
	Data Collection Period: Jul 01 - Jun 30

Report Year	2022	2023	2024	2025	2026
Expertise					
Actual	86.30%	0%	83.10%		
Target	95%	95%	95%	95%	95%
Availability of Information					
Actual	76.50%	0%	72.20%		
Target	95%	95%	95%	95%	95%
Accuracy					
Actual	79.40%	0%	78%		
Target	95%	95%	95%	95%	95%
Helpfulness					
Actual	80%	0%	77%		
Target	95%	95%	95%	95%	95%
Timeliness					
Actual	79.80%	0%	73.60%		
Target	95%	95%	95%	95%	95%
Overall					
Actual	80%	0%	76.30%		
Target	95%	95%	95%	95%	95%

How Are We Doing

Full analysis of the 2024 Customer Satisfaction Survey, which was conducted in June and July 2024, is in progress. Initial takeaways include:

- **All satisfaction ratings declined from the 2020 survey.** All ratings were also lower than the previous three surveys, with declines between 5% and 13% from the 2018 survey.
- **Customers desire timely, consistent, responsive service.** Themes in survey comments indicate desire for:

  - Faster application and decision processes and increased responsiveness to customer and applicant inquiries.
  - Improvements in processes to ensure consistency in application reviews and permit/authorization requirements.
  - Additional or clearer guidance and more support for applicants.
  - Better information about application status, including ability to receive automatic notices or check status online.

- **Many customers report positive experiences.** Many customer comments discussed times when staff went above and beyond to provide good service.
- **Many customers appreciate the services provided by DSL programs.** In particular, South Slough Reserve's variety of educational and recreational offerings were commended.
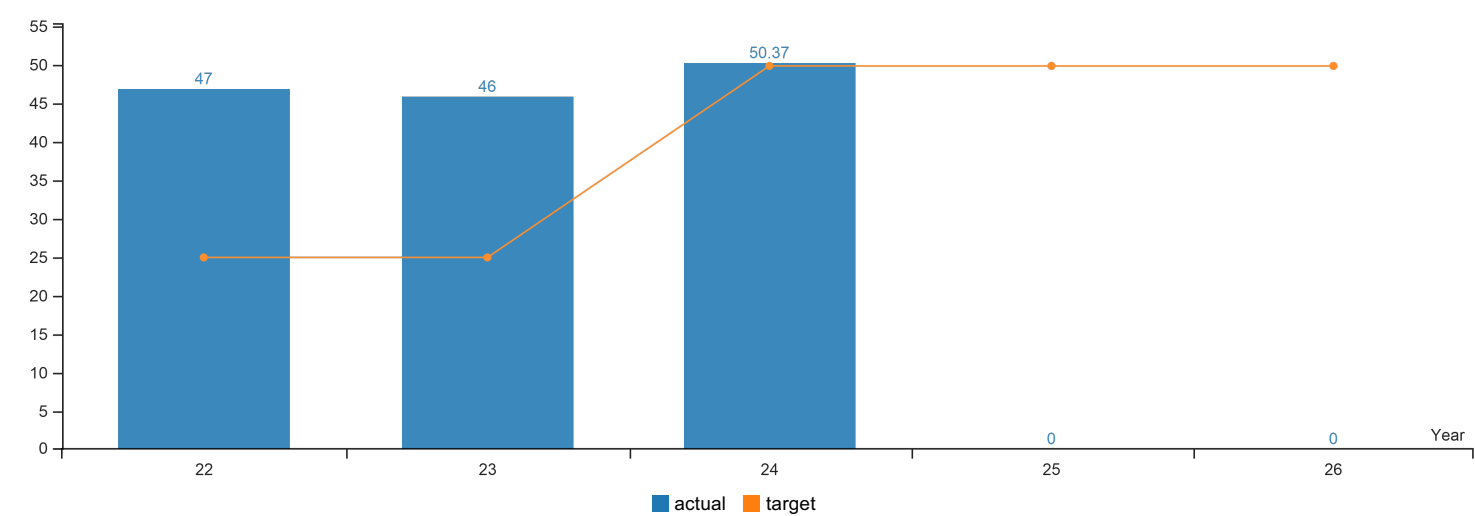
Factors Affecting Results

Factors that may have affected 2024 results include:

- **Cumulative service impacts of inadequate staffing levels.** Multiple satisfaction indicators are affected when staffing is inadequate to meet baseline expectations for service delivery, with timeliness and availability of information – which had the lowest scores – particularly dependent on having adequate staff to provide basic services.
- **Fewer survey responses than in 2022, particularly for South Slough Reserve.** 300 people completed the survey for all DSL programs; in 2022 364 people completed the survey. South Slough had significantly fewer responses in 2024 (52) than 2022 (116). South Slough's satisfaction ratings are consistently higher than ratings for other DSL programs. This may be attributed to the excellent service provided by the South Slough team, as well as the reality that services like recreation and education are perceived differently – and often more positively – than services with regulatory or enforcement components.

KPM #15	South Slough National Estuarine Research Reserve Operation Costs Leveraged. - Percent of SSNERR operations funded from sources other than CSF, including leverage from grants, fees, program revenues and gifts.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result

Report Year	2022	2023	2024	2025	2026
Percent of Operations Funded from Non-CSF Sources					
Actual	47%	46%	50.37%		
Target	25%	25%	50%	50%	50%

How Are We Doing

Common School Funds –$ 1,800,000.00

Grants, fees, etc. –$ 1,826,680.14

Total funds –$ 3,626,680.14,

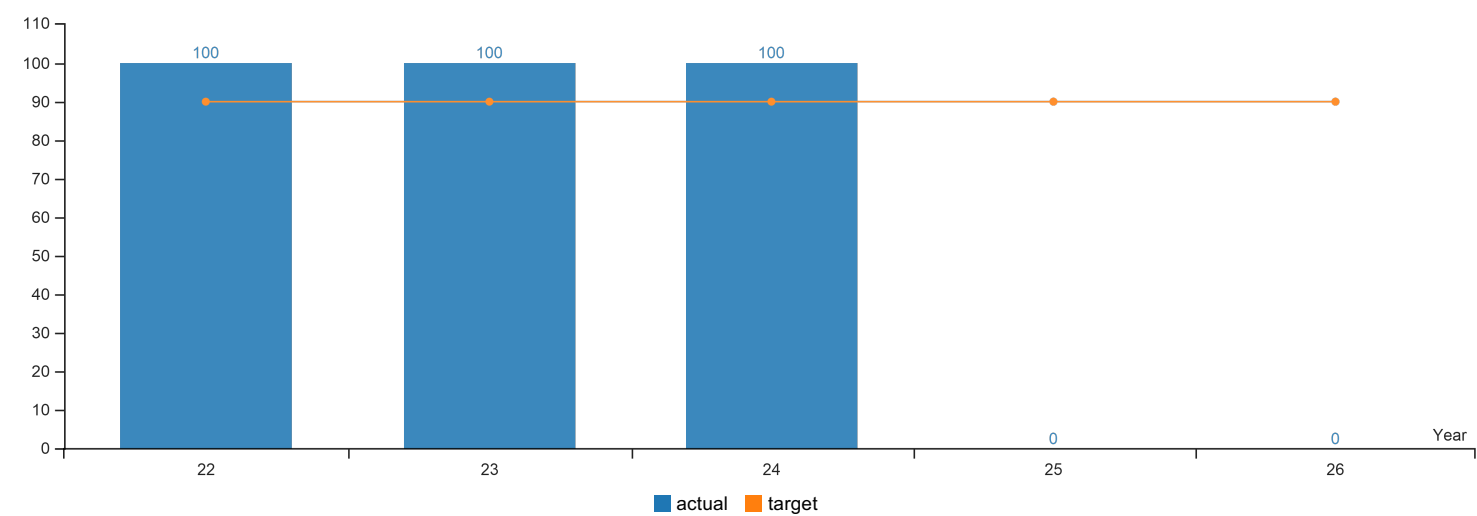**Grants and other funds –** *50.37 of* **funding for SSNERR**

The target was exceeded for FY 24. Staff are continually seeking external grants and other funding opportunities to support Reserve operations and projects. Several successful grant applications over the past year allowed the Reserve to leverage external funding using state budget funds as match. The fee rule adopted in 2008 continues to provide the Reserve the opportunity to charge fees for building use.

Factors Affecting Results

Grant and award opportunities are highly unpredictable. The Reserve had a flat funding year within its Federal Fund operations budget. The amount of fees to be collected is also difficult to predict since the Reserve is located a distance from the communities that typically seek gathering places for events and meetings. When individuals or organizations do choose to use the Reserve's resources, availability is dependent upon prioritizing the needs of the Reserve to support its programs.

KPM #16	South Slough National Estuarine Research Reserve Education Actions - Percentage of SSNERR education programs that use a structured assessment process surveys to provide information and decision support services responsive to audience needs.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result

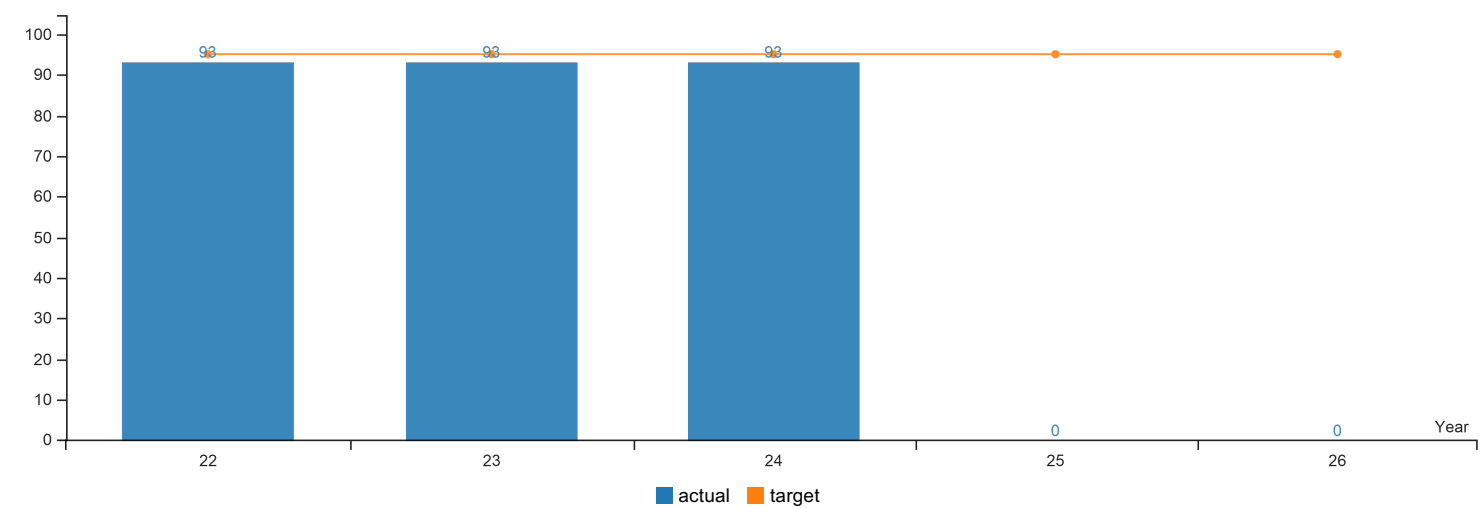| Report Year	2022	2023	2024	2025	2026
Percentage of SSNERR Programs using a structured assessment process					
Actual	100%	100%	100%		
Target	90%	90%	90%	90%	90%

How Are We Doing

The target was met for FY 24. All South Slough Reserve programs are currently using some form of structured needs assessment and/or evaluation surveys to identify audience-driven needs for program development, information, and services. During the reporting period, the Reserve continued its ongoing assessments for K-12 education audiences, outreach/public involvement, and interpretive programs. The coastal training program by design employs needs assessments as a means of establishing program content, activities, and provision of information services. An example is the 2018 – 2023 Coastal Training Program Strategy, which was approved by the National Oceanic and Atmospheric Administration in April of 2018. The research and monitoring programs incorporate end user needs in the development and implementation of grant-funded projects through the National Estuarine Research Reserve System (NERRS) and the NERRS Science Collaborative competitive grant program. Stewardship and restoration programs use technical advisory groups to identify and implement priority projects to address information and applied management needs. Over the last year, South Slough Reserve worked with a contracted vendor to assess our needs for a full needs assessment across all our programs. Recommendations were made on how to get this accomplished with our Reserve. There are plans in the works to complete a full-scale needs assessment over the next couple of years.

Factors Affecting Results

Grant funding for projects is competitive and unpredictable, although Reserve staff continually seek grant opportunities. Evaluation techniques are incorporated in project and grant application development, though adequate resources for surveying are not always received. Without specifically identified resources, existing staff are tasked with collecting necessary data and this occurs in the most efficient way feasible to assess and address audience needs. Assessments are given out to audiences after various education and interpretive programs as well.

KPM #17	Best Practices - Percent of total best practices met by the Land Board.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result

Report Year	2022	2023	2024	2025	2026
Percent of Criteria Being Met					
Actual	93%	93%	93%		
Target	95%	95%	95%	95%	95%

How Are We Doing

During 2005-07 the Department of Administrative Services received a budget note to develop best practice performance measures to be applied to governance of boards and commissions. The 2007-09 Legislature added KPM 17 for all agencies with governing Boards and Commissions. The State Land Board currently meets all but one of the 15 criteria.

Factors Affecting Results

The Director does not receive a written annual performance review. The Board and Director meet on a regular basis and regular feedback is provided, but the feedback structure does not align with the prescribed format. Currently the Department of Administrative Services is working to develop a 360-degree performance evaluation process for all State Agency Directors. The Department of State Lands will participate, and the Director will receive a performance evaluation.