



Strategic Plan

Oregon Department Of Fish And Wildlife

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

Our Strategic Vision

ODFW is the recognized steward of Oregon's fish and wildlife resources with diversified funding that supports our mission.

Overarching Goal

Strengthen the Agency's ability to achieve its mission in rapidly changing environmental, social and political climates. Improve our ability to align our resources with agency priorities, monitor and manage our performance and enhance our ability to communicate with our customers, partners and stakeholders.

Overarching Objective

Eliminate the need for a fee increase in 2021 and be in a position to consider reducing fees in 2019.





Much has changed since the first State Game and Fish Protector (eventually renamed the Department of Fish and Wildlife) assumed stewardship of Oregon's fish and wildlife resources 125 years ago.

Since then, what started as a mission to primarily restore and conserve the state's diminishing hunting and fishing resources, has evolved into a mandate to manage and protect all the state's fish and wildlife—both game and nongame. Today, fishing and hunting dollars can no longer fully support these diverse responsibilities. Moving forward, new funding sources that recognize not just hunters and anglers enjoy Oregon's fish and wildlife will be needed to support this important mission.

In 2015, ODFW began looking for a better way to align existing limited resources with emerging management priorities. The result is a comprehensive strategic plan that measures fiscal and program performance in the face of rapidly changing environmental, social and political climates.

This strategic plan was developed by a diverse team of ODFW employees from all parts of the state. The plan consists of goals, which are general targets, and objectives, which are specific, measurable, achievable, relevant and time-specific. This plan will allow us to:

- improve our ability to match resources to agency priorities,
- monitor and manage our performance, and
- enhance communication with our customers, partners and stakeholders.



Strategic Plan: Goal 1



Demonstrate effective stewardship of Oregon's fish, wildlife and their habitats.

Fundamental to our mission is the work we do on the ground to balance the need to protect and enhance Oregon's fish, wildlife and their habitats with the cultural, social and economic wishes of Oregonians.

- Continue effective stewardship of Oregon's fish, wildlife and their habitats through sound science and by addressing our constituents' needs.
- Increase or maintain public satisfaction with the work we do. (The current satisfaction level is 65 percent.)
- Provide leadership on five focal fish and wildlife issues and report on progress and solutions by 2022.



1848: Oregon became a territory. Section 12 of the Territorial Constitution declared that rivers and streams supporting salmon shall not be dammed or otherwise obstructed unless fish passage is provided.

1872: First game laws were passed to preserve wildlife populations and require fishways over dams; however, neither money nor responsibility to enforce the laws was appropriated.

1893: First combined fish and game administration was created when the Legislature appointed Hollister McGuire as the State Game and Fish Protector.

1907: Although not fully passable, the first fishway was completed over Willamette Falls for \$2,600.

1933: Elk populations rebounded enough for seasons to reopen for the first time since the early 1900s.



Strategic Plan: Goal 2



Increase and diversify public use and enjoyment of Oregon's fish and wildlife resources.

Oregonians value the state's fish and wildlife resources for recreational, commercial, aesthetic and conservation reasons. In order to enjoy these resources, our customers need more diverse opportunities, and good information about what these opportunities are and how to access them.

- Increase the proportion of Oregonians participating in wildlife watching from 47 percent to 50 percent of all Oregonians by Dec. 31, 2021.
- Increase participation in hunting, fishing and shellfishing by 3.75 percent by Dec. 31, 2021.
- Increase the diversity of our customers to reflect the gender, age and ethnic diversity of the state's population.



1937: Federal government passed Pittman-Robertson Act, which created an excise tax on sporting arms and ammunition with the proceeds directed to state fish and wildlife programs.

1950: The Dingell-Johnson Act created the Sport Fish Restoration Account, which created an excise tax on fishing equipment and boats to help fund the management and restoration of sport fish.

1951: Phil Schneider became State Game Director and the department developed the district biologist and regional management framework that is still used today. This structure is now replicated nationwide.

1975: Fish and Wildlife (formerly Game) Commissions merged on July 1.



1989: The Central Region hired Amy Stuart, the Department's first female district biologist.



Strategic Plan: Goal 3



1996: Wildlife Integrity rules to protect Oregon's native species from non-native wildlife were adopted.

Expand support for fish, wildlife and their habitats.

Much of ODFW's work to protect and enhance fish, wildlife and their habitats is funded by the relatively small number of people who hunt and fish. As the state's population increases and our climate changes, there will be greater impacts on the environment. The challenges of restoring and enhancing fish and wildlife populations, and their habitats, will increase significantly. All of this is at a time when revenue from hunters and anglers continues to decline. Successfully addressing these challenges and conserving Oregon's fish and wildlife is possible only with adequate funding from a broader constituency.

- Align budgets with ODFW conservation and management priorities beginning with the 2019-2021 biennium.
- Increase revenue from ALL ODFW customers (hunters, anglers, viewers, supporters, outdoor recreationists) by 15 percent by June 30, 2019.
- Diversify and increase base funding by 15 percent by June 30, 2019.
- Develop ODFW fundraising efforts to expand and diversify grant funding sources by 15 percent and increase donation revenue by 25 percent by June 30, 2019.



2005: Oregon's Wolf Conservation and Management Plan was adopted after an extensive public process.



2006: Oregon Conservation Strategy, a plan to conserve species and their habitats before they become threatened or endangered, was adopted.

2008: A wolf pack with pups is confirmed in northeast Oregon, the first evidence of multiple wolves and wolf reproduction in Oregon since wolves were eliminated in the 1940s.

2008: A moose is collared in northeast Oregon for the first time as the state's moose population continues to grow.

2009: Study finds fishing, hunting and wildlife viewing enthusiasts spent \$2.5 billion on these outdoor activities in Oregon in 2008.

Strategic Plan: Goal 4



Improve our operational efficiency and ability to communicate performance.

ODFW is committed to operating more efficiently. This means more than being frugal with tax and license dollars. It also means focusing dollars and employee efforts where they will matter the most. This will be a collaborative effort using the combined skills and talents of a workforce empowered to focus on priorities. This effort will require new ways of structuring, organizing and coordinating our work.

- Improve ways to define, prioritize, coordinate and communicate what we do.
- Ensure the Department has a diverse workforce with the skills and culture needed to tackle current and future needs.
- Develop information systems to better maintain and analyze the data needed for fish and wildlife science and management.
- Invest in those assets and infrastructure that best support our mission.



2010: Rocky Mountain goats return to the central Cascades for first time since the 1880s.

2011: Tracks and trail camera footage confirm the presence of wolverines in Wallowa County for the first time in recorded history.



2012: Oregon designated five Marine Reserves in state waters.

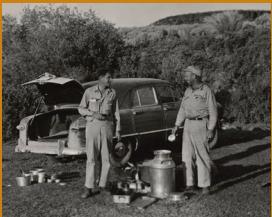
2015: Oregon chub becomes the first fish delisted from the federal Endangered Species Act.



2016: Wolves are delisted as endangered species in Oregon.



William L. Finley
and porcupine | 1915



Schneider and Meyer | 1952

L. B. W. Quimby

Appointed the first Game and Forestry Warden for the newly created Game Board, established by the Legislature in **1899**. New laws included a closed season on beaver, and a duck season from Sept. 1 to Jan. 1 with no limit.

William L. Finley

Appointed to the Oregon Game Commission in **1925**. In 1911 Oregon's Game Commission had been developed based on his research of other state commissions. He also was the second president of the Oregon Audubon Society and his photographs helped inspire Teddy Roosevelt's creation of federal bird reserves.



Oregon Game
Commission meeting | 1954



Commissioners (Standing
Walsch and Schneider) | 1958



Bob Sayre at Elk Camp
in the Wallowas | 1958



30-Year Award presentation
with McKean and Miller | 1968



Commissioner Dan
Callaghan | 1973



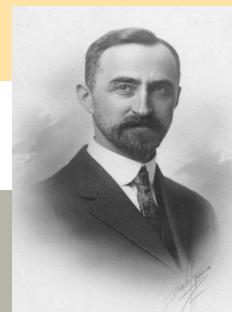
Commissioner Louisa
Bateman | 1973

Carl Shoemaker

Head of the Game Commission in the 1920s. In **1930** he went to Washington DC to work for the Senate Special Committee on Conservation of Wildlife Resources and drafted the Pittman Robertson Act.

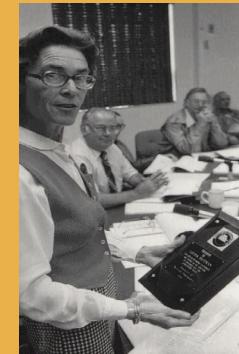
E.E. Wilson

Served on the State Game Commission from **1935-49**. He worked to promote science in policy formation, and the inclusion of professional scientists on the staff.



Louisa B. Bateman

The first female to serve on and chair the Oregon Fish and Wildlife Commission (**1973-78**).



Paul N. McCracken

Appointed a member of the Oregon Fish and Wildlife Commission in **1996** and became Chair in **1999**. A well-known name in Oregon's timber industry, McCracken was also known for his efforts to improve fish and wildlife habitats on his personal tree farm. McCracken also played a role in the creation of the North Coast Salmonid Restoration Project and the Oregon Restoration and Enhancement Program.



30% PCW



125 Years of Stewardship
Oregon Department of Fish and Wildlife