



OREGON DEPARTMENT OF STATE LANDS

Strategic Plan 2017–2021



Mission

To ensure a Common School Fund legacy through sound management of our trust responsibilities and the protection of waters of the state.

GOALS

GOAL 1

Deliver consistent, timely and dependable public service in all of our interactions, and make it a priority to reach out to our customers to understand their needs

GOAL 2

Manage Common School Fund real property to meet trust obligations, consistent with the conservation of the resource under sound techniques of land management

GOAL 3

Serve as trustee for unclaimed property, and for estates with no will and no known heirs

GOAL 4

Protect Oregon's waters through administering the state's removal-fill and wetlands conservation laws, and protecting public trust values on state-owned waterways

GOAL 5

Provide leadership and administrative oversight in support of the South Slough National Estuarine Research Reserve's mission to improve the understanding and stewardship of Pacific Northwest estuaries and coastal watersheds

Vision

DSL is known nationally for superior management of its land, unclaimed property and investment portfolios, and for stewardship of the waters of the state for fishing, navigation, recreation, commerce and other values.

Agency programs enhance the health and resilience of Oregon's natural resources for the benefit of all Oregonians.

The Common School Fund supports a semi-annual distribution to the public schools of Oregon.

Department staff conducts itself with professionalism and integrity, providing excellent service to the citizens of Oregon.

The agency invests in our employees and has a culture that embraces diversity, constructive communication and trust.

Values

Communication—We develop and maintain positive relationships to facilitate the open exchange of ideas, opinions and information.

Customer Service—We listen and respond effectively to our internal and external customers to provide professional and efficient service.

Diversity—We treat all people with respect and embrace the differences that result from a diverse range of perspectives.

Leadership and Teamwork—We encourage and motivate each other to accomplish agency goals through collaboration and cooperation within our teams and across the organization.

Trust—We foster a high-trust culture that supports a happy, healthy and meaningful work environment for all employees.

GOAL | 1

Deliver consistent, timely and dependable public service in all of our interactions, and make it a priority to reach out to our customers to understand their needs



The Department of State Lands has clear and reliable communication methods designed to improve and integrate effective interactions throughout the agency and with its partners. The agency culture is defined by consistently applied operational principles that instill confidence in service delivery. Identifying and using the best available technology supports business operations and enhances customer service.

Objectives:

- Move to a system where documents are received, processed and stored electronically in every program area.
- Develop and implement a customer engagement strategy, which includes program-specific customer service improvement plans.
- Develop and implement the employee onboarding/mentoring program.
- Store and purge all agency records as described in the current records retention schedule.
- Establish and follow naming conventions and file structures throughout the agency.
- Analyze options and implement solutions to upgrade and replace agency software platforms.



The Oregon Department of State Lands (DSL) is the administrative arm of the State Land Board, Oregon's oldest board. Established by the Oregon Constitution in 1859, the Land Board has been composed of the Governor, Secretary of State and State Treasurer throughout its history.

GOAL | 2

Manage Common School Fund real property to meet trust obligations, consistent with the conservation of the resource under sound techniques of land management

At statehood, the federal government granted Oregon roughly six percent of the new state's land to finance public education. The Oregon Constitution dedicates the mineral, timber and other resource rights of school lands to the Common School Fund (CSF).

The Department's Real Property Unit is responsible for this goal, and relies on the 2012 Real Estate Asset Management Plan (REAMP), along with other area management plans, in managing more than 1.5 million acres of land and subsurface mineral rights that encompass Oregon's CSF trust lands.

The Real Property Unit's overall purpose is to ensure that CSF trust lands generate long-term sustainable revenues to fund Oregon schools, through the maintenance of a land base that meets CSF trust obligations. In order to ensure sound techniques of land management, this purpose also includes implementing Best Management Practices to maintain, achieve and restore healthy, properly functioning ecosystems while obtaining long-term maximum revenues to the CSF.

Objectives:

- Review and update the Real Estate Asset Management plan to ensure CSF trust lands generate sustainable revenue to fund Oregon schools. This effort will take into consideration the continually changing real estate landscape and economy in Oregon, and seek the highest and best uses of CSF trust lands.
- Establish a long-term location in Bend that will house the regional office and other tenants.
- Perform a rate study and market analysis for communication site leases in order to compensate the CSF for fair-market value. Construct, acquire and expand existing communication sites that have high market potential.
- Develop a Land Revolving Account strategy consistent with ORS 273.413 to guide reinvestment of proceeds from the sale of non-performing property into land or other suitable investments. Consideration will be given to uses such as renewable energy, timber harvest, agricultural and Industrial/Commercial/Residential (ICR) lands, and rangeland inholdings.
- Inventory and assess rangeland ownership for existing and potential improvements and infrastructure. Complete the assessment in conjunction with the development of an agricultural lands revenue optimization strategy.
- Perform a market analysis and renewable energy report for CSF lands. Evaluate solar, wind and geothermal potential using GIS resources and regional renewable-resource data. Market CSF lands with high potential for renewable energy resource development. Assess and pursue mineral exchanges on blocked lands in conjunction with renewable energy efforts.
- Develop a forest lands management strategy for currently underperforming forest lands. Include a review and assessment of forest operations on actively managed forest lands to ensure proper management. Pursue active management of decertified or currently underperforming forest lands, to gain revenue from timber (or other) resources.
- Develop a filled lands strategy that includes the completion of the work required by SB 912 (2015 legislature). Evaluate and procure resources to successfully resolve the state's filled lands claims.

GOAL | 3

Serve as trustee for unclaimed property, and for estates with no will and no known heirs



The Department of State Lands administers Oregon's Unclaimed Property Act by holding property in perpetuity for rightful owners; all funds are held in the Common School Fund. The agency also administers estates for people who die without a will and without known heirs. If no heirs are found after 10 years, the assets become a permanent part of the Common School Fund.

Objectives:

- Develop an education and outreach strategy for the Unclaimed Property (UP) Program to increase reporting compliance and citizen awareness.
- Develop an education and outreach strategy for the Estates Program.
- Develop a simple tool for reporting notification of potential estate cases.
- Develop a system management plan to upgrade software to improve processing UP claims, UP reporting and data storage.



GOAL | 4

Protect Oregon's waters through administering the state's removal-fill and wetlands conservation laws, and protecting public trust values on state-owned waterways

The Aquatic Resource Management Program (ARM) is responsible for this agency goal. The mission of the ARM is to conserve, restore and protect the waters of the state and the ecosystem services they provide through implementation of the state's removal-fill and wetlands planning and conservation laws; and to manage state-owned waterways to preserve the public trust rights of navigation, fishing and recreation.

The ARM implements its mission while allowing responsible, sustainable economic development and exercise of private property interests. Waters are protected for their contribution to aquatic life and habitats, fisheries, aquatic-based economies, public recreation, navigation, commerce, water quality, floodwater storage and other natural resource functions and values.

Program-Wide Objectives:

- Transfer knowledge from senior managers and staff through documenting policy, practices and processes; updating and expanding the Removal-Fill Guide; and developing an internal policy database.
- Develop paperless processes for removal-fill permitting and monitoring, wetland delineation concurrence reviews and state-owned waterway authorizations; convert paper files to electronic storage.

- Maintain a sustainable finance structure for the Aquatic Resource Management Program by managing the waterway authorization program to ensure statewide compliance, lease rates that reflect market values, and the long-term health of state lands. Pursue an updated fee structure for removal-fill permit and wetland delineation reviews.

Removal-Fill and Wetlands Conservation Objectives:

- Examine the effectiveness of the removal-fill compensatory mitigation program by analyzing past performance in a watershed context.
- Develop and implement a functions- and watershed-based mitigation program to improve mitigation decisions and optimize mitigation investments.
- Develop an online Statewide Wetlands Inventory which includes GIS data for national and local wetland inventories and individual delineations; conduct associated outreach to local governments.
- Develop and implement a stakeholder outreach and education plan to provide local governments, state agencies, landowners and consultants with technical assistance on wetlands identification, regulations, inventories, planning and conservation.
- Develop a simple process that allows farmers to legally maintain drainage of agricultural lands while minimizing adverse effects to fish and wildlife and their habitats.

State-Owned Waterways Objectives:

- Develop and implement an outreach and education plan for users of state-owned waterways.
- Develop a program-level plan for removal of derelict and abandoned vessels on state-owned waterways.
- Use the Submerged Lands Enhancement Fund to expend a minimum of \$100,000 per biennium for clean-ups.
- Revisit and update waterway leasing rates and rules.

GOAL | 5

Provide leadership and administrative oversight in support of the South Slough National Estuarine Research Reserve's mission to improve the understanding and stewardship of Pacific Northwest estuaries and coastal watersheds



The South Slough Management Plan outlines the SSNERR goals and objectives. The DSL director serves as chair of the Reserve's Management Commission.

The South Slough Reserve implements a comprehensive program of education and outreach that expands and strengthens the awareness, understanding, appreciation and stewardship of estuaries and coastal habitats.

The Reserve also enhances, develops and implements research and monitoring projects that expand the scientific knowledge of estuarine processes in Pacific Northwest estuaries and provide technical information to coastal managers in the Lower Columbia biogeographic region.

The Reserve's long-term vision is to improve the conservation and restoration of native biodiversity and ecosystem processes in Reserve-managed lands and waters.

Objectives:

- Develop an education strategy that increases the awareness and understanding of the value of the South Slough estuary and estuarine systems by the public living in the Coos Bay watershed.
- Maintain and develop research and monitoring projects that promote the understanding of coastal issues for dissemination to the public, private and governmental entities, and decision makers tasked with managing coastal habitats.
- Develop projects that promote habitat restoration and native plant communities in the South Slough and Coos Bay sub-basins.
- Complete an evaluation to determine the best administrative location (host partner) for management of the South Slough Reserve.



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