

A young child wearing a blue knit hat, a grey hoodie with a yellow zipper, and colorful shorts is walking on a dirt path in a forest. The path is surrounded by lush green ferns and tall trees. The background shows a dense forest with sunlight filtering through the trees.

OREGON DEPARTMENT OF STATE LANDS

STRATEGIC

PLAN

2022 - 2027

OUR WORK FOR OREGON



Oregon's State Land Board oversees the Common School Fund, which sends millions of dollars every year to our K-12 public schools. As the State Land Board's administrative agency, the Department of State Lands manages school lands, protects waters and wetlands, and is the state partner for South Slough National Estuarine Research Reserve.

PROTECTING WATERS & WETLANDS

DSL oversees removal-fill and wetland conservation laws and use of publicly owned waterways.

This work helps protect waters and wetlands for their many contributions to Oregon, like streams for swimming and fishing, wetlands to clean water and reduce flooding, and rivers where commerce thrives.

MANAGING SCHOOL LANDS

DSL manages 1.5 million acres of school lands and minerals in all 36 counties across the state. This work sends revenue to the Common School Fund *and* provides big community benefits – like leasing land to cattle ranchers in Eastern Oregon or helping attract family-wage businesses to Redmond through rezoning and sale of school lands.

UNDERSTANDING & EXPLORING ESTUARIES

South Slough Reserve provides research and education to support stewardship of estuaries and coastal watersheds in Oregon and beyond.

Located on the South Slough inlet of the Coos Estuary in Charleston, the Reserve manages nearly 7,000 acres, including open water, wetlands, rivers, and forests.

OUR STRATEGIC PLAN

Developed collaboratively by DSL staff and enhanced by feedback from partners and the public, the 2022-2027 Strategic Plan provides the foundation for the Department's work, starting with our mission, vision, and values. The plan also provides a practical framework for continually improving service by setting goals that all programs contribute to and for which measurable progress can be made.



EXCEPTIONAL SERVICE

Enhancing service to the public and the people we do business with.



THRIVING OREGON

Supporting communities and building a natural resource legacy for our state.



SUPPORTING SCHOOLS

Increasing revenue to the Common School Fund.



GREAT WORKPLACE

Ensuring the Department is a great place to work.

MISSION | VISION | VALUES

OUR MISSION

To ensure Oregon's school land legacy and protect waterways and wetlands of the State through superior stewardship and service

OUR VISION

- Oregon sets the national standard for superior public agency stewardship of lands, waterways, wetlands, and Common School Funds
- Oregon's lands, waterways, and wetlands are healthy and resilient
- Oregon's public schools forever benefit from Common School Fund distributions
- Oregonians are served with utmost professionalism, integrity, and fairness
- The Department of State Lands is a great place to work

OUR VALUES

CONNECTION & COLLABORATION

We develop and maintain positive relationships with people of different, and sometimes competing, perspectives and encourage the open exchange of ideas and information.

EQUITY & INCLUSION

We embrace diverse backgrounds and experiences, actively identifying and addressing inequities toward people and lands and engaging widely to provide inclusive public service and working environments.

FAIR, RESPONSIVE SERVICE

We provide fair, professional, and responsive service by listening to people and communities and making data-driven decisions.

ENHANCING & ENCOURAGING STEWARDSHIP

We continuously work to enhance our natural resource stewardship by assessing and adapting our efforts to improve outcomes. We also promote widespread stewardship through collaboration, outreach, and education.

A WORKPLACE BUILT ON TRUST & TEAMWORK

We encourage and motivate each other to accomplish Department goals through collaboration, cooperation, and professional development. We foster a high-trust culture that supports a happy, healthy, inclusive, and meaningful working environment for all employees.

EXCEPTIONAL SERVICE

THE GOAL: *We are fair and thoughtful problem solvers: embracing best practices for public service, engaging widely to increase awareness and share information, and modeling excellence in every interaction.*

HOW WE'LL MEET THIS GOAL

IMPROVED SERVICE

Strategy: Provide equitable, fair, and inclusive service.

- Example project: develop and implement an equity and inclusion plan.

Strategy: Understand and meet customer needs.

- Example project: develop and implement a customer service plan.

INCREASED ACCESS TO INFORMATION & SERVICES

Strategy: Make more services and information available online.

- Example projects: implement a new publicly accessible data system, and add to the state wetlands inventory online map.

Strategy: Make materials and processes more customer friendly.

- Example project: develop best practices for public participation.

Strategy: Identify and address gaps in information and service.

INCREASED AWARENESS & UNDERSTANDING OF DSL SERVICES & CONTRIBUTIONS

Strategy: Purposeful, planned communication and outreach.

- Example projects: develop Department-wide and program communication and outreach plans.

Strategy: Increase collaborations and partnerships.

Strategy: Increase effectiveness of communication channels and materials.

- Example projects: update the DSL website, and create templates for communication materials.

STAFF IS SUPPORTED IN PROVIDING EXCEPTIONAL SERVICE

Strategy: Offer trainings to help Team DSL provide exceptional service.

- Example project: integrate existing customer service guidelines into trainings.

Strategy: Create materials to help Team DSL provide exceptional service.



MEASURING PROGRESS

INCREASE PEOPLE REACHED from year to year through our website, emails, and social.

IMPROVE RATINGS with every DSL customer satisfaction survey, with the ultimate goal of meeting the statewide Key Performance Measure target of 93 percent satisfaction in all categories

100 PERCENT of Department programs have a communications and outreach plan in place by end of FY 24

IMPROVE RATINGS or maintain ratings for “employee support” questions in every employee satisfaction survey

THRIVING OREGON

THE GOAL: *As dedicated stewards of lands, waterways, and wetlands, we are committed to supporting thriving communities and a legacy of healthy, resilient, and accessible natural resources for the people of Oregon.*

HOW WE'LL MEET THIS GOAL

ENHANCED LANDS & WATERS

Strategy: Continually improve programs and practices.

- Example project: identify and evaluate programs and practices to be revisited regularly for adaptive management using best available science.

Strategy: Facilitate habitat restoration projects.

Strategy: Implement projects that promote resiliency in the face of climate change.

- Example project: incorporate considerations related to climate change impacts into removal-fill permitting decisions.

Strategy: Protect DSL-managed lands and waters from the impacts of increasing or unauthorized uses.

- Example project: continued development of a program to respond to and prevent abandoned and derelict vessels statewide.

WIDESPREAD STEWARDSHIP OF LANDS & WATERS

Strategy: Inform best practices for natural resource management through research and training.

- Example project: seek research opportunities for South Slough Reserve to help inform DSL policies and practices in estuarine habitats.

Strategy: Increase awareness of the importance and value of wetlands and waterways and encourage stewardship actions.

- Example projects: create a communications campaign. Provide community education and outreach programs.

INCREASED OPPORTUNITIES FOR STUDENTS & TEACHERS

Strategy: Contribute to K-12 learning outcomes.

- Example projects: provide development opportunities for teachers, and create in-class learning activities and hands-on field trips, at South Slough Reserve.



MEASURING PROGRESS

NO NET LOSS
of Oregon wetlands
from year to year

INCREASE RESEARCH, PROJECTS, & PRACTICES
that promote climate change and wildfire resilience for DSL-managed lands, waterways, and wetlands

INCREASE PEOPLE
served annually at South Slough Reserve from year to year

INCREASE TOOLS
and best practices for managing and restoring wetlands, waterways, and lands

SUPPORTING SCHOOLS

THE GOAL: *We continually seek opportunities to increase revenue for the Common School Fund, and we regularly demonstrate the results of our innovative, efficient, and effective operations.*

HOW WE'LL MEET THIS GOAL

INCREASED NET REVENUE FOR THE COMMON SCHOOL FUND

Strategy: Implement fee structures that reduce dependence on the Common School Fund.

- Example project: examine fee structures for all programs.

Strategy: Identify opportunities for additional assets and new revenue sources.

- Example project: perform a renewable energy market analysis and market school lands with high potential.

Strategy: Improve the financial performance of forest properties.

- Example project: permanently address the Elliott State Forest's ongoing impacts to the Common School Fund.

Strategy: Review the impacts of guiding program strategies on the Common School Fund.

- Example project: review and update the Real Estate Asset Management Plan.

Strategy: Mitigate financial risks.

- Example projects: pursue funding for commercial abandoned and derelict vessels. Examine insurance requirements and other assurances to reduce financial risks of waterway and land authorizations.



MEASURING PROGRESS

IMPROVE ANNUALLY

on all Key Performance Measures for the Supporting Schools goal, exceeding or meeting all targets by 2026:

- Percent annual increase in cash generated by DSL activities deposited to the Common School Fund
- Increase in revenues generated by all land management activities, excluding timber harvest receipts
- Percent of South Slough Reserve operations funded from non-Common School Fund sources
- Percent of program revenue streams used to cover administrative and operational costs of programs for forest and non-forest lands

GREAT WORKPLACE

THE GOAL: *We are proud to be members of the DSL team, and we all do our part to model our shared values, seek and encourage professional growth, and make DSL a great place to work.*

HOW WE'LL MEET THIS GOAL

ENCOURAGE ENGAGEMENT & GROWTH

Strategy: Encourage and support staff development.

- Example projects: implement individual development plans as a tool for employee growth. Provide comprehensive and regular information about training requirements and opportunities.

Strategy: Expand employee engagement and external connections.

- Example project: develop and implement an Employee Engagement Program.

Strategy: Ensure equitable, fair, and inclusive practices.

- Example project: develop and implement an equity and inclusion plan (shared project with Exceptional Service)

SUPPORT WORK-LIFE BALANCE

Strategy: Enhance teleworking.

- Example project: increase access to resources like ergonomic services and printers.

Strategy: Expand opportunities for wellbeing.

- Example project: examine existing opportunities and identify new ones in an DSL wellness plan.

RETAIN & SHARE ACQUIRED KNOWLEDGE

Strategy: Develop standards and processes.

- Example project: develop a sustainable process for capturing and documenting institutional knowledge.

Strategy: Succession planning and training.

- Example projects: increase job shadowing and cross training opportunities. Create training plans for all employees.



MEASURING PROGRESS

IMPROVE OR MAINTAIN ratings for all questions with every employee satisfaction survey

INCLUDE QUESTIONS RELATED TO WORK-LIFE BALANCE in the employee satisfaction survey, and improve or maintain ratings from year to year

BY 2026, INCREASE THE PERCENTAGE of DSL team members who feel acquired knowledge is retained and accessible