

# *ANNUAL PERFORMANCE PROGRESS REPORT - EXECUTIVE SUMMARY*

*TIME PERIOD: FISCAL YEAR 2004-2005*

## **Summary**

The Water Resources Department currently had 13 performance measures (PM) in 2004 and 15 performance measures in 2005. Over the last several years, the Department has worked with the Legislature and the Oregon Progress Board to revise and update its performance measures. The goal has been to build a stronger link to our Oregon Benchmark (OBM79), our Department mission and goals, and high-level performance “outcomes.” 2005 changes to the Department’s performance measures include the addition of two new measures to track its application processing time in lieu of the previous measures (PM 690-10, 690-11), clarification of one measure related to promoting water supply solutions (PM 690-8), addition of two new customer service measures (PM 690-14, 690-15).

Performance Target Achievement	# 2004	# 2005
Total Number of Key Performance Measures (KPMs)	13	15
# of KPMs at target for most current reporting period	7	2
# of KPMs not at target for most current reporting period	6	5
# of KPMs where data is not available		8

## **Department Influence On Achieving Performance Targets**

Our Department activities have been linked to Oregon Benchmark 79, the percentage of key streams meeting minimum flow rights. Since this benchmark is influenced to a great extent by precipitation levels, our Department’s direct influence on achieving the desired results of this benchmark is limited. However, two of our performance measures track our contribution to achieving this benchmark by measuring our efforts to restore flows where they are most needed by fish (PM690-1) and our water distribution activities on behalf of existing instream water rights (PM690-2).

Six measures are linked to our Department mission to serve the public by practicing and promoting wise long-term water management. Our level of influence over these six measures varies. For some, we have a direct influence on reaching our targets. For instance, we place a very high priority on making our data available to the public (PM690-6) in a format that is user friendly and readily accessible (PM690-7). We have a less direct influence upon other performance measures linked to our mission. For instance, measuring streamflow and ground water levels is essential to effectively managing these water resources. However, maintaining streamflow gaging stations (PM690-4) and ground water measurement sites (PM690-5) is dependent on sufficient funding to operate stations and analyze and publish the data. Our targets for PM690-4 and PM690-5 are to maintain at least the 2001 level of monitoring streamflows and well levels. Achieving these targets is becoming increasingly challenging given state budget limitations and recent reductions in other funding commitments.

Five measures track our Department's efficiency. This includes revised and new efficiency measures in 2005 to track the Department's processing time for water right applications (PM690-10) and for water right transfers (PM690-11). Other efficiency measures quantify the workload of staff over time. For instance, PM690-12 tracks the number of places where water is legally taken out of stream and used per FTE of field staff. To achieve our targets for efficiency measures, we have utilized technology to streamline processes and improve staff efficiency. In fact, in the last decade, our Department has approved and manages 19,000 new water rights (30% increase statewide) with a 15% decrease in staffing. This and other efficiency measures (PM690-9 through PM690-13) are inherently dependent on the sufficiency of our staff resources. In 2005 the Department also added two new measures of customer service.

### **Future Challenges**

One of the state's major environmental challenges is inadequate water supply. Surface waters in most of Oregon during non-winter months are fully appropriated or otherwise limited to existing out-of-stream and instream uses. Ground water resources are becoming fully tapped in many areas, and there is an increasing awareness of the hydraulic connection between ground water and surface water in many locations. This means our Department must continue to collect data to better understand the impact of ground water use on surface water resources and consider those impacts when allocating ground water resources. Finally, conflicts between instream and out-of-stream needs have become increasingly divisive and expensive to resolve. This means that resolving conflicts is becoming more difficult and will be evidenced by trends in the percent of protested water use applications that we are able to resolve informally in the future (PM690-8). Achieving our performance targets is also becoming increasingly challenging given state budget limitations. All of these challenges will influence our ability to meet performance targets for our measures in the future. To meet these challenges, we will continue to streamline processes, increase technology utilization, and strengthen partnerships with water users and other stakeholders.

## ANNUAL PERFORMANCE PROGRESS REPORT - PART I, MANAGING FOR RESULTS

TIME PERIOD: FISCAL YEAR 2004-2005

<b>Agency: Water Resources Department</b>	<b>Date Submitted: December 23, 2005</b>	<b>Version No.: 1</b>
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Agency Name: Water Resources Department		Agency No.: 690
<b>The following questions shed light on how well performance measures and performance data are leveraged within your agency for process improvement and results-based management.</b>		
1	How were staff and stakeholders involved in the development of the agency's performance measures?	Starting in 2002, the Department worked with its Division Administrators and key managers and staff to develop new performance measures and modify existing measures to better reflect its mission and priorities. More recently, new measures were added and a few measures modified during the 2005 legislative session.
2	How are performance measures used for management of the agency?	Measuring performance is an important tool for managing our Department. At the program level, performance measures help us adjust processes and priorities to prevent bottlenecks and to strategically focus resources. Our measures have also been useful at the individual staff level. For instance, in response to PM 690-1, our watermasters annually identify and report key activities in watersheds where flow restoration is a priority. Our performance measures are also important in strategic planning and developing legislative concepts and policy option packages.
3	What training has staff had in the use performance measurement?	A few of our managers have participated in the performance measurement trainings hosted by the Oregon Progress Board and have shared that information internally. Thus far, we have not provided formal training to all staff on the use of performance measures. Informally, managers and administrators have worked with staff in developing work plans and have used various workload metrics and our performance measures to identify priorities.
4	How does the agency communicate performance results and for what purpose?	The Department has created a web page entitled "Priorities & Performance." This web page houses our performance measures summary and annual report, our Sustainability Plan developed in response to Executive Order 03-03, and our Customer Service Plan and Regulatory Streamlining Plan and Report developed in response to Executive Order 03-01. The website can be accessed at the following: <a href="http://www.wrd.state.or.us/OWRD/law/performance.shtml">http://www.wrd.state.or.us/OWRD/law/performance.shtml</a> . The purpose of this website is to increase awareness of these initiatives and allow stakeholders and the public to track what the Department is accomplishing with its resources.

Agency Name: Water Resources Department

Agency No.: 690

**The following questions shed light on how well performance measures and performance data are leveraged within your agency for process improvement and results-based management.**

5 What important performance management changes have occurred in the past year?

One of the key performance management changes in the last year relates to customer service. The Department has completed two pilot surveys of customer service over the last two years. One survey focused on the Department's delivery of information through its website. The other survey was conducted with customers receiving decisions from the Department. These surveys were completed and the data has been summarized (see PM 690-14). The Department is currently developing a new customer service survey based on the Department of Administrative Services (DAS) guidelines. The survey will be conducted in March 2006 and will be used to develop targets and data under PM690-14 and 690-15.

The Department has also teamed up with other natural resource agencies and the Office of Regulatory Streamlining to provide customer service training for its staff in the fall of 2005. The training will be focused on skills for effectively communicating with customers. The Department intends to have over 40 of its staff and managers participate in the training.

**ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS**

TIME PERIOD: FISCAL YEAR 2004-2005

Agency Name: Water Resources Department		Agency No.: 690								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
690-1 Flow Restoration: Percent of watersheds that need flow restoration for fish that had water put instream through Department administered programs.	Target	--	11%	13%	15%	16%	18%	20%	20%	20%
	Data	6%	11%	10%	14%	16%	14%	17%	--	--

Data Source: Monthly Statistical Report: Reported by Fiscal Year

**To what goal(s) is this performance measure linked?**

Goal 1. Lead efforts to restore and safeguard the long-term sustainability of streamflows and ground water.

This performance measure is directly linked to our 2003-05 Sustainability Plan goal of implementing voluntary streamflow restoration to meet instream flow needs.

**What does the performance measure say about Oregon relative to the goal(s)? What is impact of Department?**

Insufficient streamflows continue to pose a challenge for listed fish stocks and water users alike. Stabilizing or enhancing instream flows for fish is critical to addressing this challenge and to supporting sustainable fish populations.

The Department implements voluntary streamflow restoration through water use efficiency and conservation programs, water right leases and transfers, and other incentive-based programs.

**How does the performance measure demonstrate progress toward the goal?**

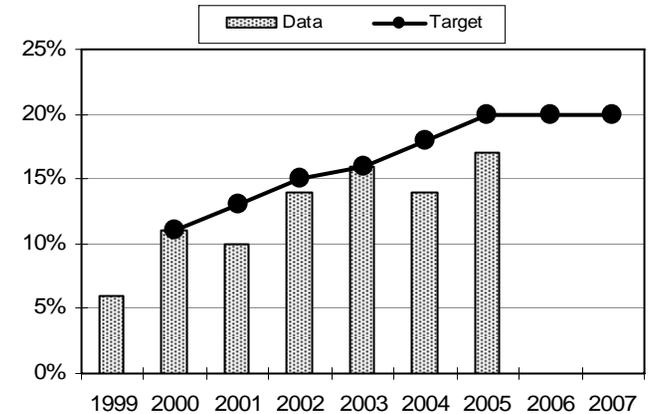
Starting in 1997, WRD and the Oregon Department of Fish & Wildlife (ODFW) identified high priority areas for streamflow restoration. These are areas in which the watermasters and ODFW district biologists identified stream reaches with both needs and opportunities for flow restoration to support fish recovery. The combined priorities identify the best chance to succeed in areas that generate the greatest return, allowing us to focus limited staff resources in areas with the most need.

This measure tracks how effectively the Department is promoting its voluntary flow restoration programs (e.g., leases, conservation projects, and instream transfers) in areas identified as high priorities.

**Compare actual performance to target and relevant standards, if available, and explain any variance**

Our target is to achieve approximately a 2% increase annually in the percent of high priority areas where voluntary efforts have resulted in increasing streamflows. This target was established in 2002 and was met in 2002 and 2003. However, there was a decrease in 2004 in the number of priority watersheds that had flow restoration actions, due in part to a few leases that were not renewed and conservation partners focusing in other key watersheds. However, the total number of flow related transactions and total volume of water

Percent of Watersheds That Had Flows Added Where Needed for Fish



restored has increased each year since this performance measure was created in 2002. While we did not reach our target in 2005, we achieved the highest percent of priority watersheds with flow restoration to date.

**What is an example of a Department activity related to the measure?**

- Promote voluntary streamflow restoration through education and outreach efforts. For example, from July 1, 2003 to June 30, 2005, the Department hosted or participated in 17 workshops statewide with over 800 participants. The workshops educated Oregonians about water management, flow restoration, and water conservation activities. .
- Annually, develop watermaster work plans that identify actions that will benefit high priority flow restoration areas.
- Provide training to conservation partners (e.g., Watershed Councils, Soil and Water Conservation Districts, Oregon Water Trust, Deschutes Resources Conservancy, Klamath Basin Rangeland Trust, Walla Walla Watershed Alliance) and others on completing lease and allocations of conserved water applications.
- Seek other funds to provide technical assistance to water users and conservation partners working to restore flows in high priority areas. For example, in 2003, 2004, and 2005 the Department obtained funds from the National Fish and Wildlife Foundation Columbia Transactions Program to help irrigation districts and others restore flows through irrigation efficiency projects in the Walla Walla and Lostine River Basins.

**What needs to be done as a result of your analysis?**

- Continue current activities to the extent possible.
- Continue public outreach and training.
- Continue to provide technical resources to water users and others interested in restoring flows in these high priority areas.

Agency Name: Water Resources Department		Agency No.: 690								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
<b>690-2 Protection of Instream Water Rights:</b> Ratio of the streams regulated to protect instream water rights to all streams regulated.	Target	--	--	--	--	0.35	0.35	0.35	0.35	0.35
	Data	0.32	0.22	0.40	0.32	0.44	0.36	--	--	--

Data Source: Annual Surface Water Summary Report; Reported by Water Year (October 1 – September 30)

**To what goal(s) is this performance measure linked?**

Goal 1. Lead efforts to restore and safeguard the long-term sustainability of streamflows and ground water.

**What does the performance measure say about Oregon relative to the goal(s)? What is impact of Department?**

This measure demonstrates the success in protecting water that is held in trust for the public.

**How does the performance measure demonstrate progress toward the goal?**

Since 1987 the Legislature has provided a number of tools to protect water instream. This measure demonstrates the Department’s efforts to protect these instream water rights on an equal footing with other existing water rights.

**Compare actual performance to target and relevant standards, if available, and explain any variance**

These data are compiled annually at the end of the water year (October 1 through September 30). 2005 data is not yet available.

In 2004, the Department regulated a total of 294 streams statewide. Of this total, 105 streams were regulated to protect instream water rights. This level of regulation on behalf of instream water rights exceeded performance targets for 2004 but was a decrease from 2003. Late spring rains in many areas reduced the need for regulation.

**What is an example of a Department activity related to the measure?**

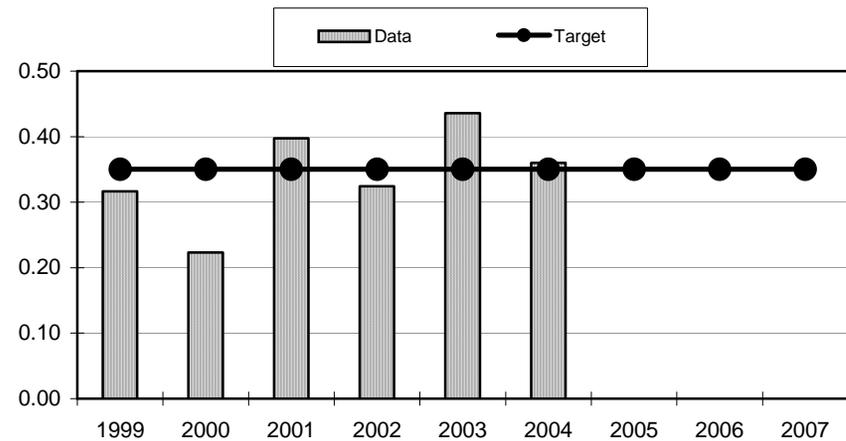
Watermasters survey streams within their districts that have instream water rights or minimum streamflows. If there is not adequate streamflow to meet the instream rights, watermasters take appropriate actions such as curtailing the diversion of junior users.

To aid in the distribution of water for instream water rights, staff also pursue other funding sources to add streamflow gages in areas where distribution for instream water rights occurs regularly.

**What needs to be done as a result of your analysis?**

- Continue to develop a Department culture promoting the treatment of instream water rights on equal footing with other water rights.
- Look for opportunities to recruit volunteers to monitor streamflows at gaging stations and make calls to watermasters on behalf of fish when instream water rights are not met.

**Ratio of Streams Regulated To Protect Instream Water Rights to All Streams Regulated**



Agency Name: Water Resources Department		Agency No.: 690								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
690-3 Monitor Compliance: Percent of total regulatory actions that found water right holders in compliance with water rights and regulations.	Target	--	--	--	--	98%	98%	98%	98%	98%
	Data	95%	95%	98%	98%	97%	98%	--	--	--

Data Source: Annual Surface Water Summary Report Reported by Water Year (October 1 – September 30)

**To what goal(s) is this performance measure linked?**

Goal 2. Actively enforce the state’s water law and uphold its policies.

**What does the performance measure say about Oregon relative to the goal(s)? What is impact of Department?**

Watermasters have the responsibility for ensuring the distribution of water according to the system of prior appropriation, which provides that the first in time is the first in right. This means that the first person to obtain a water right on a stream is the last to be shut off in times of low streamflows.

In water-short times, the water right holder with the oldest date of priority can demand the water specified in their water right regardless of the needs of junior users.

Regulatory activities by our watermasters include any action that causes a change in use or maintenance or a field inspection that confirms that no change is needed to comply with the water right, statute, or order of the Department. This definition of regulatory activities reflects the broad spectrum of activities conducted by watermasters.

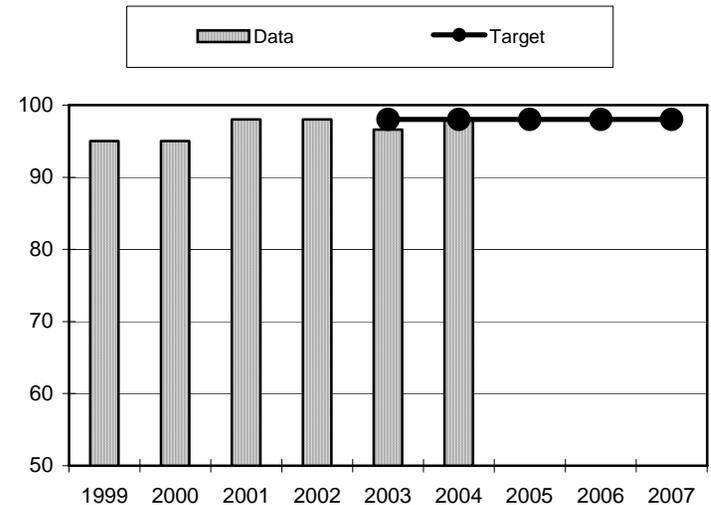
This measure reflects the Department’s efforts to educate water users about this regulatory structure and achieve voluntary compliance.

**How does the performance measure demonstrate progress toward the goal?**

This performance measure is designed to measure how often water right holders are voluntarily complying with the law.

The most critical element in assuring regulatory success is the trust water users have in the watermaster’s knowledge, consistency, and integrity. When a high level of trust is attained, the amount of time spent by the watermaster is minimized and voluntary compliance tends to be the norm. Where the watermaster is involved annually in regulating a particular stream system, both the watermaster and the users are well aware of existing water rights and generally know what to expect from each other. This approach to regulation by our watermasters explains the high compliance rates observed in this performance measure.

Percent of Total Regulatory Actions that Found Water Right Holders in Compliance



**Compare actual performance to target and relevant standards, if available, and explain any variance**

These data are compiled annually at the end of the water year (October 1 through September 30) so 2005 data is not yet available.

During 2004, watermasters and their assistants took more than 9,800 regulatory actions. The efforts range from one action on many streams to a high of 1,160 actions on one stream system in the Umatilla Basin. Overall compliance fell just short of targeted values (97.6%).

**What is an example of a Department activity related to the measure?**

During times of water shortage, watermasters distribute water according to priority date of water rights on a stream system. Shutting off junior users is one way of “regulating” water use, but water users “regulated” in this way may still be in compliance and, in fact, usually are (as this performance measure indicates).

- Where necessary, watermasters issue notices of violation to unauthorized users.
- During the irrigation season, watermasters may contact water users in person, by telephone, or by mail to notify water users to cease diverting water because of streamflow conditions.
- Watermasters regularly spot-check water diversions for compliance with headgate notices and other regulatory notifications.

**What needs to be done as a result of your analysis?**

- Continue to distribute water according to water rights of record and enforce against illegal use of water.
- Continue to assess “significant diversions” statewide. Significant diversions are defined as all diversions of permitted and certificated water rights with conditions requiring measurement and reporting or diversions greater than 5 cfs or greater than 10% of the lowest monthly flow (50% exceedance) on a stream. Staff completed an inventory of significant diversions in 2001 and by July 2005 had made field visits of about 65% of the significant diversions in high priority streamflow restoration watersheds. As the field assessments are complete, watermasters will work with water users to ensure compliance with water measurement permit conditions, where applicable, and to increase voluntary measurement through outreach and education.

Agency Name: Water Resources Department		Agency No.: 690								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
690-4 Streamflow Gaging: Percent change from 2001 in the number of Department operated or assisted gaging stations.	Target	--	--	--	--	3%	6%	9%	0%	2%
	Data	--	--	--	-2%	-5%	-5%	-6%	--	--

Data Source: Monthly Statistical Report; Reported by Fiscal Year

**To what goal(s) is this performance measure linked?**

Goal 3. Increase our understanding of surface water and ground water resources and the demands on them.

**What does the performance measure say about Oregon relative to the goal(s)?  
What is impact of Department?**

Records of streamflow and discharge aid in regulation and distribution of surface water, in estimating water availability, in sizing bridges and spillways at dams, and in providing early warning of flooding.

The Department operates or assists in operating permanent gaging stations on streams and canals throughout the state.

**How does the performance measure demonstrate progress toward the goal?**

This measure tracks whether the Department is collecting adequate and up-to-date information to manage surface water resources.

**Compare actual performance to target and relevant standards, if available, and explain any variance**

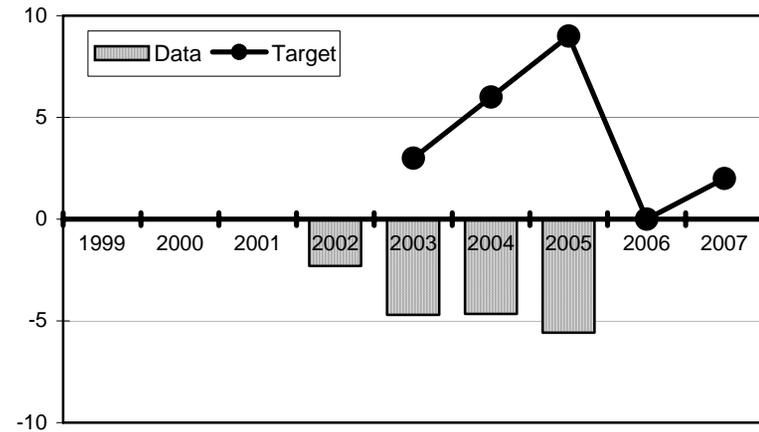
The target for this measure is to increase streamflow monitoring levels over time compared to 2001 levels (215 gaging stations statewide). The number of gaging stations has been declining since 1980. To effectively manage surface water resources, the Department must have a sufficient network of gaging stations statewide. However, increasing and, in some cases, maintaining these data efforts is challenging given state budget limitations and continuing reductions in other funding commitments. Since this performance measure was established in 2001, the number of streamflow monitoring stations has decreased and was well below target levels in 2005.

Given the decreasing trend in gaging stations over the past several years, the Department proposed in 2005 to adjust its targets for this performance measure starting in 2006 to be more realistic given recent losses in federal and other funding commitments.

**What is an example of a Department activity related to the measure?**

Department staff expend considerable effort to maintain existing gaging stations and to collect and analyze the data. At each station, river stage data is collected, analyzed, and quality assured according to US Geological Survey standards to produce a streamflow record for the station. Each gaging station must be regularly serviced and maintained, and the flow physically measured. In the last year, the Department has upgraded its data processing software to an integrated package, which allows field staff to assist in the data processing. Considerable efficiencies are expected to enable increased production and more consistency.

Percent Change from 2001 in Number of Gaging Stations



**What needs to be done as a result of your analysis?**

With diminishing state funding available for these streamflow gaging efforts, the Department continues to look for opportunities to partner with others to maintain or increase our gaging stations statewide. Department staff have worked cooperatively with watershed councils, Oregon Watershed Enhancement Board, and other partners to develop proposals for the installation, operation, and maintenance of gaging stations.

Agency Name: Water Resources Department		Agency No.: 690								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
<b>690-5 Assessing Ground Water Resources:</b> Percent change from 2001 in the number of wells routinely monitored to assess ground water resources.	<b>Target</b>	--	--	--	--	0%	0%	0%	0%	0%
	<b>Data</b>	--	--	--	-0.3%	-0.3%	-1.6%	-1.6%	--	--

Data Source: Monthly Statistical Report; Reported by Fiscal Year

**To what goal(s) is this performance measure linked?**

Goal 3. Increase our understanding of surface water and ground water resources and the demands on them.

**What does the performance measure say about Oregon relative to the goal(s)?  
What is impact of Department?**

This measure tracks our efforts to maintain up-to-date and reliable data on ground water resources and the demands on it.

Our staff analyze the data collected at these stations and maintain it in a database for use in evaluating the extent to which ground water aquifers are fully appropriated and to assess the effectiveness of measures to improve the management of the resource.

**How does the performance measure demonstrate progress toward the goal?**

This performance measure tracks whether the Department is collecting sufficient up-to-date data to manage the state's ground water resources.

**Compare actual performance to target and relevant standards, if available, and explain any variance**

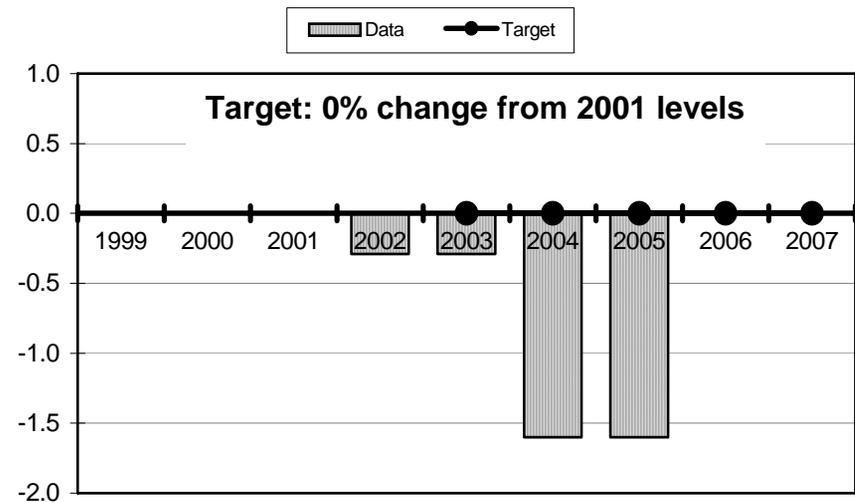
In 2004 and 2005, we collected ground water data from 349 stations. This monitoring level is within 2% of targeted monitoring levels (2001, 350 stations).

**What is an example of a Department activity related to the measure?**

The Department maintains ground water monitoring stations with continuous recorders on wells throughout the state as well as a network of wells at which periodic measurements are made.

In 2003, we also developed and launched an Internet web page accessible by realtors, well constructors, businesses and the public that contains water level and well data for long-term observation wells and field-located project wells. More recently, access to static level data reported by permittees has been provided. In addition, observation well and project well data can now be accessed with the interactive mapper.

Percent Change from 2001 in Number of Wells Routinely Monitored



**What needs to be done as a result of your analysis?**

- Ensure adequate budget and staff to collect and analyze ground water data collected at these monitoring stations and continue efforts to provide data for the public's use on the Department's web page.
- Seek other funds to conduct a study of unstable ground water conditions in the Umatilla Basin.
- Opportunities to meet new water demands using surface water is decreasing. As a result, our Department is receiving more and more applications to use ground water. Our ground water hydrogeologists review each of these applications for injury, water availability, and impact on surface water resources. Keeping up with these review efforts is becoming more challenging and will likely affect our ability to maintain our current ground water monitoring and resource evaluation efforts given our current staff levels.

Agency Name: Water Resources Department		Agency No.: 690								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
<b>690-6 Equip Citizens with Information:</b> Percent of water management related datasets collected by the Department that are available to the public on the internet.	<b>Target</b>	--	--	56%	59%	62%	66%	82%	84%	86%
	<b>Data</b>	--	53%	64%	70%	79%	80%	Data not available	--	--

Data Source: Monthly Statistical Report; Reported by Calendar Year

**To what goal(s) is this performance measure linked?**

Goal 4. Equip citizens with information and technical assistance to make and carry out local, basin, and regional development, management, and conservation water plans.

**What does the performance measure say about Oregon relative to the goal(s)? What is impact of Department?**

Water management datasets developed by the Department are of value to a multitude of water users, water managers, consultants, and others.

The Department can enhance water management and the understanding of the resource by making these data available for public use.

**How does the performance measure demonstrate progress toward the goal?**

This measure demonstrates the success of our Department in gathering data into an electronic format that is most useful for water resource management decisions.

**Compare actual performance to target and relevant standards, if available, and explain any variance**

While the Department has made significant progress towards providing information in easy to access and easy to use formats, much remains to be done. The challenge is becoming increasing difficult as the information that still in unavailable is the most difficult to capture and package for redistribution.

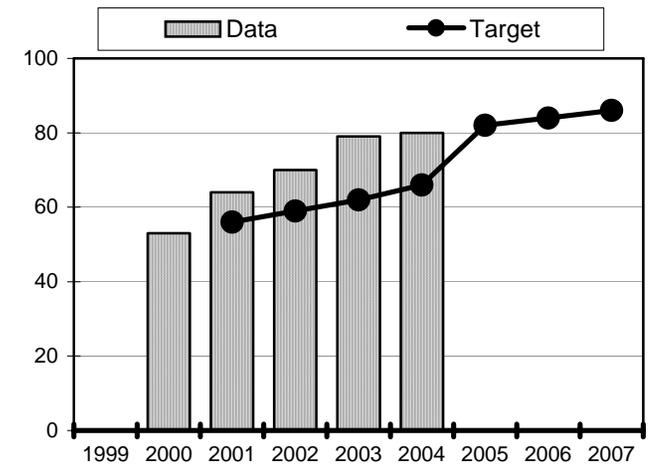
Our goal is to make 100% of our datasets available to the public on the Internet by 2015. We have exceeded performance targets by at least 3% each year since 2000 and by as much as 14% in 2004. In 2005, we adjusted our targets to be more in line with our strong performance under this measure.

**What is an example of a Department activity related to the measure?**

- Scanned all of the decree maps so they can be accessed via the web.
- Retooled our digital mapping processes to increase number of maps that can be processed and made available each year.
- Migrated several small workflow tracking databases to the enterprise database so information is now available to field staff and the public.

**What needs to be done as a result of your analysis?**

Percent of Datasets Collected That Are Available on the Internet



Continue current efforts to make remaining data available. Once data is moved to a web-based interface, the challenge is to maintain that information as current. This depends on funding and staff resources.

Agency Name: Water Resources Department		Agency No.: 690								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
<b>690-7 Equip Citizens with Information:</b> Number of times water management related data was accessed through the Department's Internet site.	<b>Target</b>	--	--	344,724	357,982	371,241	384,499	2,124,927	2,660,776	3,331,750
	<b>Data</b>	--	331,465	592,540	681,782	1,355,238	1,986,612	--Data not available	--	--

Data Source: Monthly Statistical Report; Reported by Calendar Year

**To what goal(s) is this performance measure linked?**

Goal 4. Equip citizens with information and technical assistance to make and carry out local, basin, and regional development, management, and conservation water plans.

**What does the performance measure say about Oregon relative to the goal(s)? What is impact of Department?**

Water managers in Oregon are eager to utilize the water management datasets developed by the Department.

**How does the performance measure demonstrate progress toward the goal?**

This measure reports the success of the Department in collecting and anticipating the data needs of users. The Department also recently conducted an on-line survey of customers so that we can better understand how our data is being used and can continue to make improvements to our system, especially for our "repeat" customers.

**Compare actual performance to target and relevant standards, if available, and explain any variance**

In the early years of our web development, the Department underestimated both the demand for information as well as our ability to deliver. Because of that, we have far exceeded our performance targets for many years. This past year we readjusted our targets significantly upwards to be more in line with our actual results.

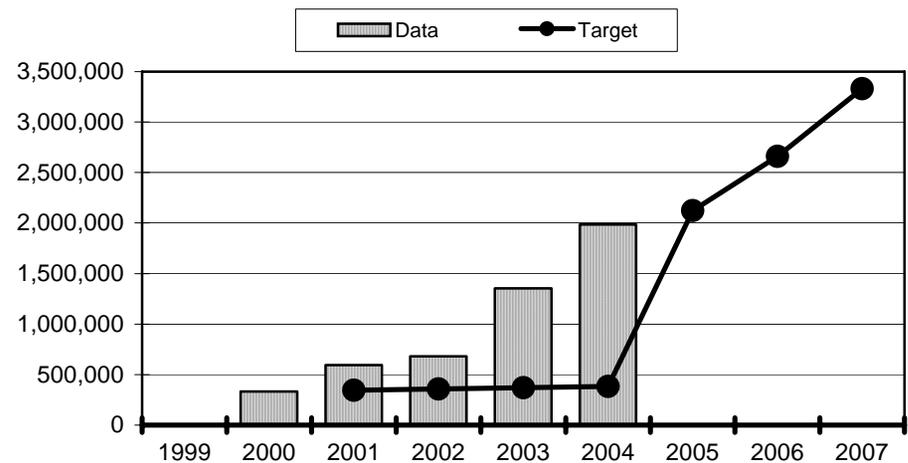
**What is an example of a Department activity related to the measure?**

Our efforts to improve accessibility of information this past year was hampered by the requirement to migrate our website to the new statewide managed website. Due to the restrictions imposed by the new design, our customers have actually seen a reduction in ease of use. We also spent much of the year planning for several future upgrades that we hope significantly improve our website. Even so, we still continue to experience significant growth in web traffic year over year.

**What needs to be done as a result of your analysis?**

Continue to provide data in a user-friendly and readily accessible format on our Internet site and continue current efforts to make datasets available electronically.

Number of Times Data Was Accessed Through the Department's Internet Site



Agency Name: Water Resources Department		Agency No.: 690								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
<b>690-8 Promote Water Supply Solutions:</b> Percent of protested water use applications that were resolved informally.	<b>Target</b>	--	95%	95%	95%	95%	95%	95%	95%	95%
	<b>Data</b>	98%	59%	94%	36%	86%	131%	--	--	--

Data Source: Monthly Statistical Report

PM 690-8 MODIFIED IN 2005 AS FOLLOWS:				
Key Performance Measure (KPM)		2005	2006	2007
<b>690-8 Promote Water Supply Solutions:</b> Percent of protests on water right applications resolved informally on an annual basis.	<b>Target</b>	95%	95%	95%
	<b>Data</b>	97.2%		

Data Source: Monthly Statistical Report; Reported by Calendar Year

**To what goal(s) is this performance measure linked?**

Goal 5. Promote solutions to water supply problems stemming from current and future demands.

**What does the performance measure say about Oregon relative to the goal(s)?  
What is impact of Department?**

For new water use applications and water right transfers, our Department issues a proposed final order approving, denying, or approving the application with conditions. Applicants and affected third parties can protest the proposed final order and seek review in a contested case hearing.

The contested case approach to resolving conflicts is often costly and time consuming for all parties. As an alternative, our staff work with applicants and protestants to facilitate solutions that are acceptable to all of the parties.

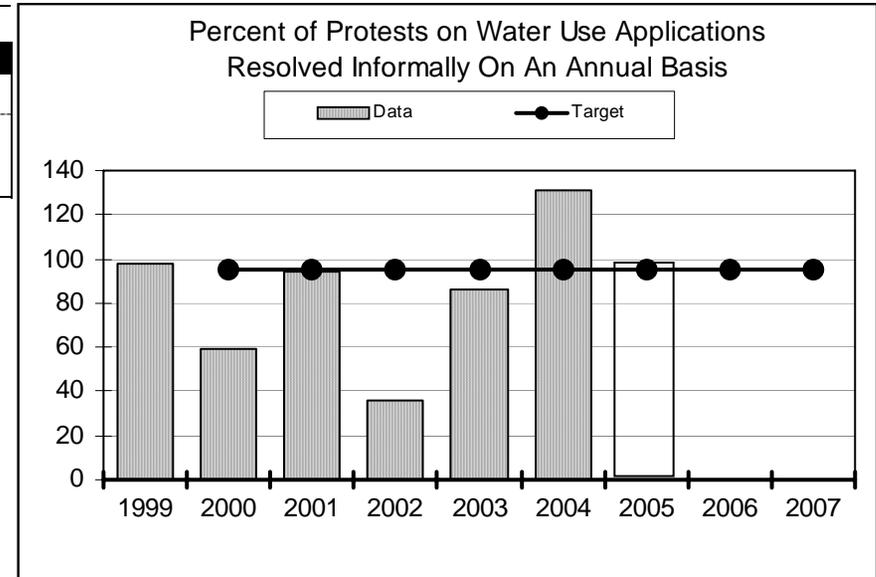
**How does the performance measure demonstrate progress toward the goal?**

This measure demonstrates the effectiveness of our Department’s alternative dispute resolution process.

**Compare actual performance to target and relevant standards, if available, and explain any variance**

Our performance target is to resolve 95% of all protested applications informally. Since 1998, we have resolved an average of 80% of our protested applications informally. While this performance falls short of our performance target, our overall high rates of resolving these conflicts through alternative dispute resolution demonstrates our commitment to finding mutually acceptable water supply solutions.

While we have been relatively successful to date at resolving these types of disputes, we anticipate decreases over time in the number of protests we are able to resolve without a contested case or court process. This prediction is based on the increasing number of water use and transfer applications submitted to the Department relative to fixed or declining staff levels. Moreover, because of increasing demands on a relatively fixed amount of water available, we anticipate that contested applications will become more difficult to resolve in a mutually agreeable fashion because the options are generally more limited.



A revised performance measure was adopted in August, 2005. The revised performance measure states, “[p]romote water supply solutions: [p]ercent of protests on water right applications resolved informally on an annual basis.” The new performance measure differs from the prior measure in that it focuses on the number of “protests” that are resolved informally, instead of the number of “protested *applications*” that are resolved informally. This is an important shift in emphasis. Many water right applications have several protests filed by different parties. Department staff are often able to resolve one or more protests to a specific water right application in a certain calendar or fiscal year, while resolving the last protest may require more time. Using this revised performance measure, the agency can better track its actual progress in resolving water right disputes within a specific time period.

In addition, by focusing on the number of informal and formal *outcomes* each year, the Department avoids the problems that arise from tracking when a protest was received and when it was resolved. For example, the Department may receive a number of protests in year “A” that are resolved in year “B.” Under the prior performance measure, data for year “B” may exceed 100% (the number of protested applications that were resolved informally may exceed the number of protested applications received in year “B”). Under the new performance measure, OWRD avoids the inter-annual carryover problem by focusing on the percentage of informal *outcomes* in each year, regardless of when the protests were filed.

In calendar year 2005 (as of late September), the Department has resolved 35 water right protests. Of those resolutions, 97.2% were informal and 2.8% were formal.

**What is an example of a Department activity related to the measure?**

- Convene settlement conferences to get parties together to flesh out issues and solutions.
- Identify alternative means to secure necessary water or to ensure resource protection.
- Provide information to help applicants better determine water needs.
- Created a new protest tracking database that helps provide information about the status of protested water right matters to OWRD staff, including watermasters.
- Agency protest staff attended several training events related to conflict management and mediation/negotiation.

**What needs to be done as a result of your analysis?**

- Ensure a full suite of tools and information that can be used to find water supply solutions.
- Ensure adequate staff resources to work with parties.
- Modify protest database to track protests resolved in each fiscal year instead of each calendar year.

Agency Name: Water Resources Department		Agency No.: 690								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
690-9 Promote Efficiency: Average time from submittal of water management and conservation plans to issuance of preliminary review of plan.	Target	--	95%	95%	95%	90 days	90 days	90 days	90 days	90 days
	Data	--	--	--	--	420 days	94 days	87 days	--	--

Data Source: Monthly Statistical Report; Reported by Calendar Year

**To what goal(s) is this performance measure linked?**

Goal 6. Assure that the Department is operating efficiently and effectively.

This performance measure is also linked to goals of our Department’s 2003-2005 Sustainability Plan to promote long-term water supply planning, water use efficiency, and conservation.

**What does the performance measure say about Oregon relative to the goal(s)? What is impact of Department?**

The Water Resources Commission has a statewide policy on conservation and efficient water use. Municipal water providers and irrigation districts may submit water management and conservation plans to the Department, either voluntarily or due to a water right permit condition or other requirement. The plans facilitate water supply planning and encourage water conservation and efficient use of the state’s water resources. For municipalities, the plans can also be linked to their ability to increase their existing water diversion. For the water management and conservation plan program to be effective, the Department must review and approve plans in a timely fashion.

**How does the performance measure demonstrate progress toward the goal?**

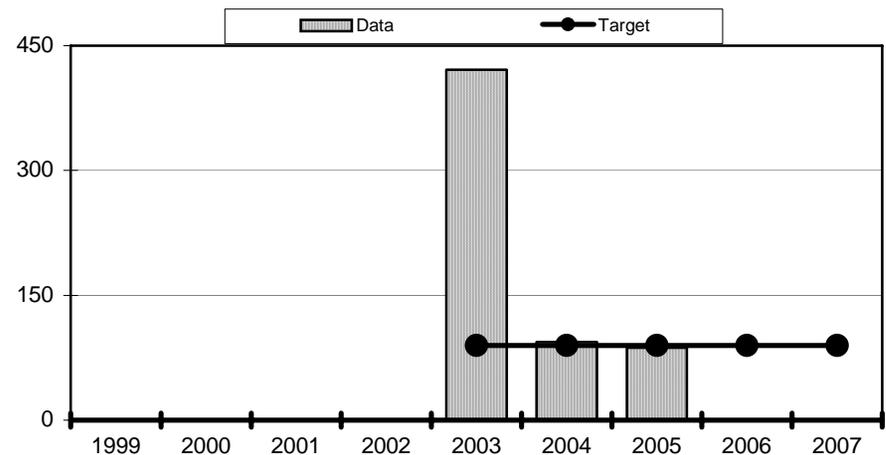
This measure tracks the Department’s efforts to expeditiously review these plans to provide guidance and encourage water use efficiency and water supply planning.

Our goal is to issue preliminary reviews of water management and conservation plans within 90 days of receiving them. By expediting our review of these plans, we will provide guidance to municipal water suppliers and agricultural water suppliers and will encourage water supply planning and water use efficiency.

**Compare actual performance to target and relevant standards, if available, and explain any variance**

The Department created this measure in 2002 to track and address the backlog of plans that were pending for review. In 2003, we were not able to meet our performance target for this performance measure. In 2004 and 2005, the Department met its target for the performance measure. This improvement was largely due to our Department streamlining and clarifying our administrative rules relating to water management and conservation plans, developing guidance material to aid water suppliers in plan development, and creating an interdivisional team of staff to work through the prior backlog of plans.

Average Time (days) from Submittal to Issuance of Preliminary Review of Plan



**What is an example of a Department activity related to the measure?**

In 2002, the Department reworked and streamlined its existing rules for water management and conservation plans.

To help municipalities draft water management and conservation plans under these new rules, the Department partnered with the League of Oregon Cities to create a guidance document and model plans to assist water suppliers.

The Department also participated in several trainings to provide information about drafting water management and conservation plans and the Department's review and approval of plans. We anticipate that these guidance documents and training will result in higher quality plans submitted to the Department which will, in turn, expedite the Department's review of these plans.

**What needs to be done as a result of your analysis?**

Based on our analysis, we need to ensure adequate staff resources to process plans submitted to the Department in a timely manner, especially given the large number of plans we expect to review over the next few years.

Agency Name: Water Resources Department		Agency No.: 690								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
690-10 Promote Efficiency: Average number of days from water right application filing to initial review.	Target	---	---	---	---	---	---	45	45	45
	Data	---	---	---	253	144	173	135	--	--

Data Source: Monthly Statistical Report; Reported by Fiscal Year

**To what goal(s) is this performance measure linked?**

Goal 6. Assure that the Department is operating efficiently and effectively.

ORS 537.150 requires the Department to provide the applicant with the results of an initial review of their water use permit application shortly after it is filed. The initial review letter summarizes known impediments to approval of the application (if any), as well as conditions that may be placed upon any resulting permit.

The initial review letter also communicates to the applicant their options to continue processing, to withdraw the application, or to place the application on hold to resolve identified issues.

**How does the performance measure demonstrate progress toward the goal?**

This measure was adopted in August 2005 and tracks the Department’s efforts to expeditiously review water use permit applications.

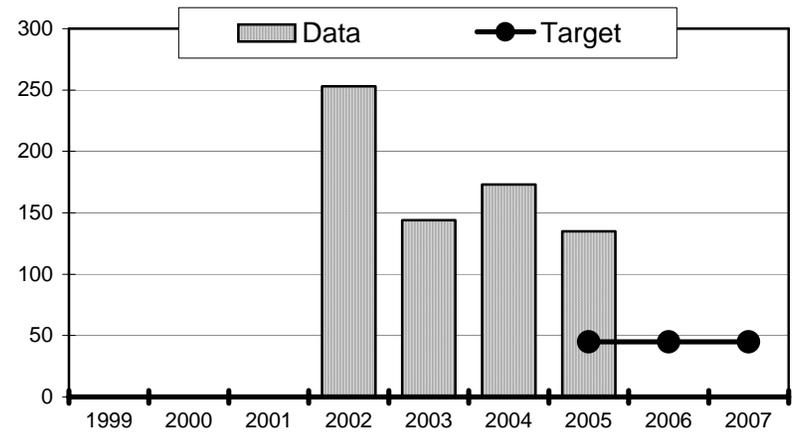
Our goal is to send initial review letters within 45 days of receiving the application. Whether we meet the performance target (and the degree to which we are making progress toward meeting the performance target) is a measure of the Department’s efficiency and effectiveness.

**Compare actual performance to target and relevant standards, if available, and explain any variance.**

In fiscal year 2005, we did not meet our target for this performance measure. Most of the variance was the result of required processing steps that are unique to applications to use ground water. Unlike surface water applications, ground water applications require a technical analysis by a qualified hydrogeologist to determine whether ground water is available for the proposed use, whether the use would have the potential for substantial interference with nearby surface water sources, and whether the use would injure existing ground water users. This hydrogeological review must be completed before we can make meaningful initial determinations, and therefore increases the amount of time necessary to complete the initial review. In 2005, the median initial review processing time for ground water applications was 136 days, but was 31 days for surface water applications.

Although we did not meet our performance target for this measure in 2005, we exceeded our performance during the previous three years (the years for which we can generate data). This is demonstrated not only by the reduced average length of time to perform an initial review, but also by the percentage of applications that received initial reviews within 45 days. In 2002-2004, this figure varied between 6% and 11%. In 2005, increased process streamlining and renewed efforts to process applications more quickly improved the percentage to 32% overall, and to 71% for surface water applications.

Average number of days from application filing to initial review



**What is an example of a Department activity related to the measure?**

To reduce application processing times, the Department has streamlined processes by concurrently performing different steps of processing where possible, by removing unnecessary steps, and by making technological improvements to automate processes. In addition, the Ground Water / Hydrology Section has reprioritized their workload, which has contributed to reduced processing times in 2005.

**What needs to be done as a result of your analysis?**

Because improved processing times in 2005 indicate that our efforts in this area are worthwhile, we should continue to streamline and automate processes where possible, and to ensure that timely initial reviews are a priority. We expect that 2006 figures will show continued improvement. We also need to ensure adequate staff resources are available to continue making improvements in application review time, while maintaining the ability to be responsive to the citizens and a variety of other technical ground water requests.

Agency Name: Water Resources Department		Agency No.: 690								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
690-11 Promote Efficiency: Average number of days from transfer application filing to issuance of final order.	Target	---	---	---	---	---	---	90 days	90 days	90 days
	Data	787	948	725	683	655	1109	1264	--	--

Data Source: Monthly Statistical Report; Reported by Fiscal Year

**To what goal(s) is this performance measure linked?**

Goal 6. Assure that the Department is operating efficiently and effectively.

**What does the performance measure say about Oregon relative to the goal(s)? What is impact of Department?**

A water user must ask the State for permission to change the type of use, point of appropriation, or place of use of a water right. Water right transfers are orders approving changes to a water right or permit.

With most of the state’s water resource fully appropriated, water right transfers represent an important method for supplying new uses of water, including growth of local communities and economic development.

**How does the performance measure demonstrate progress toward the goal?**

The certainty of an available supply for proposed new uses depends on expeditious processing of applications for water right transfers.

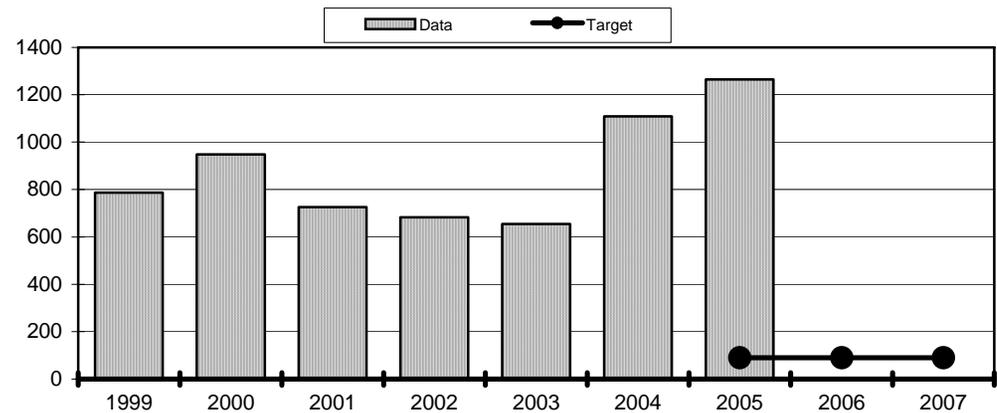
**Compare actual performance to target and relevant standards, if available, and explain any variance**

The 90-day target represents the minimum time necessary to review an application for a water right transfer given the public notice requirements and the necessity of a thorough review to ensure that other water users are not injured by the proposed change. During the last several years, the Department developed a significant backlog of transfer applications. Partially as a result of the backlog, the average time between receipt of an application and issuance of a final order has increased. A contributing factor has been the number of incomplete and incorrect applications that have been filed.

**What is an example of a Department activity related to the measure?**

The Department has made major changes in processing transfer applications. With the adoption of new rules governing water right transfers, the Department implemented procedures that reduced the frequency that applicants were required to provide additional information. In addition, the Department has developed processes that provide transfer specialists with better access the Department’s water rights database and allow the specialists to include computerized information in approval orders. The Department is using the legislatively authorized Reimbursement Authority process to provide applicants the opportunity to secure expedited review of their applications. Finally, the Department provides annual workshops to assist water rights examiners in preparing more complete applications on behalf of their clients.

Average Number of Days from Transfer Application Filing to Issuance of Final Order



Historically, the Department has focused efforts on the reviewing the more straightforward applications. However, with the above changes, the transfer program has shifted toward a first in-first out approach in processing transfers. As a result, a number of transfers that have been pending for an extended period of time have been approved during the last few years. This is creating a short-term change away from the target.

**What needs to be done as a result of your analysis?**

The Department need to continue efforts to streamline the processing of transfer applications by maintaining a focus on processing transfers, use technological improvements to more quickly and accurately prepare approval orders, refine application review processes to eliminate duplication of effort, and provide assistance to transfer applicants in submitting complete and accurate transfer applications.

Agency Name: Water Resources Department		Agency No.: 690								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
690-12 Promote Efficiency: Number of places where water is legally taken out of stream and used (points of diversion) per FTE of field staff.	Target	--	---	---	---	2400	2200	2400	2400	2400
	Data	2391	2399	2415	2278	2645	2858	--	--	--

Data Source: Monthly Statistical Report; Reported by Water Year (October 1 – September 30)

**To what goal(s) is this performance measure linked?**

Goal 6. Assure that the Department is operating efficiently and effectively.

**What does the performance measure say about Oregon relative to the goal(s)?**

**What is impact of Department?**

The number of water rights administered per FTE continues to increase as new water rights are issued and water management staff are reduced due to budget constraints.

**How does the performance measure demonstrate progress toward the goal?**

This measure tracks how many points of diversion (PODs) and points of appropriation (POAs) our watermasters and other field staff are managing.

Our Department relies heavily on voluntary compliance by water users (see PM690-3). Therefore, maintaining a high level of compliance relies on having an adequate field presence.

**Compare actual performance to target and relevant standards, if available, and explain any variance**

These data are compiled annually at the end of the water year (October 1 through September 30). 2005 data is not yet available.

Our performance target is to reduce the number of PODs administered per field staff in order to effectively manage our state’s water resources.

The number of water rights administered per field staff continues to increase as new water rights are issued and staff reduced due to budget limitations. From 2002 through 2004, the number of PODs and POAs per field staff increased, rather than decreased – a trend in the opposite direction to our performance goals.

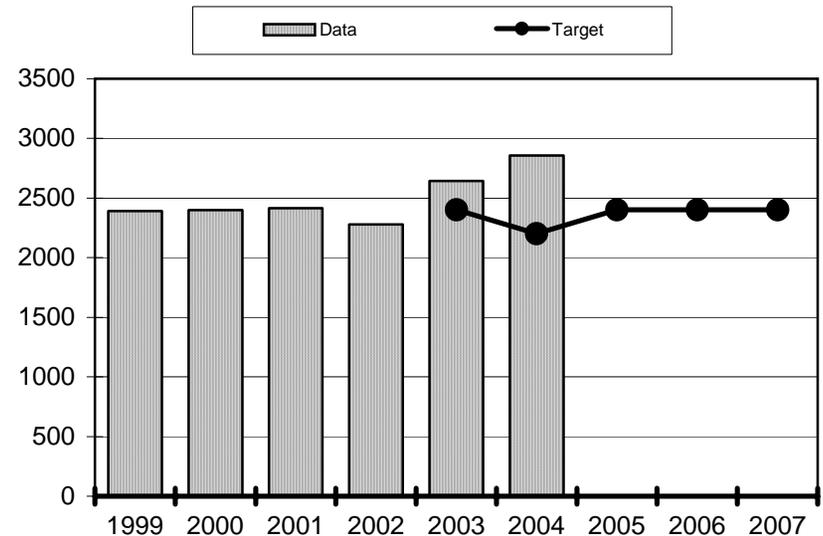
**What is an example of a Department activity related to the measure?**

- Worked with local governments to maintain or secure funding for watermaster assistants.
- Submitted proposed general fund budget to fully fund field activities.
- Secured funding for additional field staff from other sources.

**What needs to be done as a result of your analysis?**

This trend of increasing PODs and POAs per field staff has serious implications for managing surface water resources. We will continue to look for funding to support additional field staff to ensure adequate protection of existing water rights and effective on-the-ground management.

Number of Points of Diversion Per FTE of Field Staff



Agency Name: Water Resources Department		Agency No.: 690								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
690-13 Promote Efficiency: Number of administrative transactions processed per FTE.	Target	--	---	757	757	757	757	757	75	757
	Data	774	826	893	785	783	903	Data not available	--	--

Data Source: Monthly Statistical Report; Reported by Fiscal Year

**To what goal(s) is this performance measure linked?**

Goal 6. Assure that the Department is operating efficiently and effectively.

**What does the performance measure say about Oregon relative to the goal(s)? What is impact of Department?**

The Department's water management responsibilities continue to grow. These activities are necessarily supported by administrative staff that are often limited in number due to budget constraints. In 2004, the FTE declined based on budget execution. In the 2005-07 legislatively adopted budget (LAB), the position was eliminated. This reduction in FTE is driving an increase in the performance measure. While on first glance, it appears that efficiencies have been gained the reality is that other tasks have been dropped or are not receiving the high priority that they once did.

**How does the performance measure demonstrate progress toward the goal?**

This measure indicates how effectively administrative staff are being utilized. Again, the measure appears to show gains in efficiency, however, the measure fails to capture the decline in service or to capture the priority items that are falling behind.

**Compare actual performance to target and relevant standards, if available, and explain any variance**

From 1999-2003, we have consistently met our performance targets for this measure. The large variance in 2004 and 2005 is a result of the elimination of one FTE.

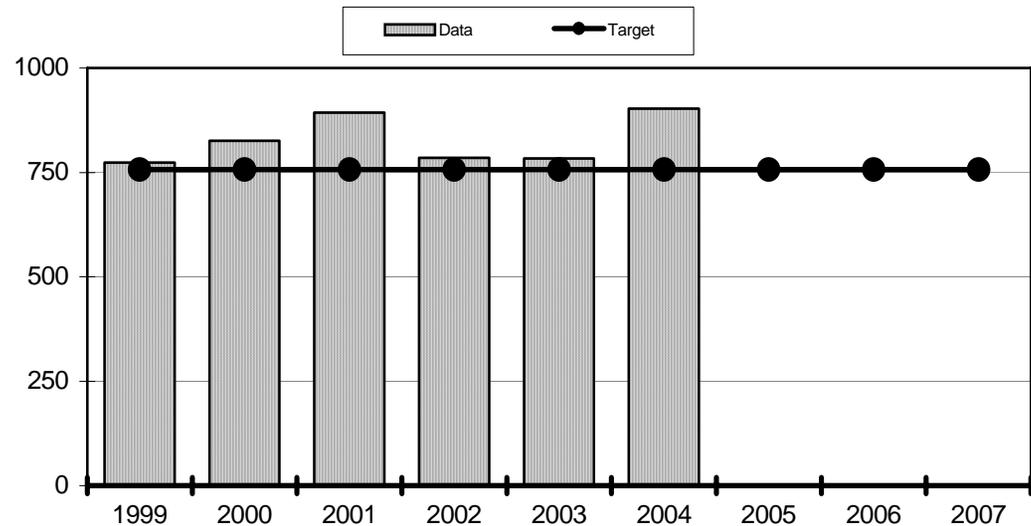
**What is an example of a Department activity related to the measure?**

- Accounting and personnel functions such as accounts payable, accounts receivable, payroll, and recruitments.

**What needs to be done as a result of your analysis?**

- The Division struggles to keep service levels acceptable. The Department of Administrative Services is working on performance measures that will standardize the measures used across all agencies for business administration functions. The Water Resources Department is committed to reviewing these measures and implementing them where feasible.

Number of Administrative Transactions Processed per FTE



Agency Name: Water Resources Department		Agency No.: 690								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
690-14 Percent of customers rating their overall satisfaction with the agency above average or excellent.	Target	--	---	---	---	---	---	TBD	TBD	TBD
	Data	---	---	---	---	---	---			

Data Source:

**To what goal(s) is this performance measure linked?**

Assure that the Department is providing excellent customer service.

**What does the performance measure say about Oregon relative to the goal(s)? What is impact of Department?**

This is a new measure created in August 2005. The Department has not completed surveys to measure overall satisfaction with the agency under this new measure. However, the Department completed a pilot customer service survey in 2004. The return rate of survey cards was 17%. 80% of the surveys completed rated the Department’s overall customer service acceptable or better.

The Department is currently developing a new customer service survey based on the Department of Administrative Services guidelines. The survey will be conducted in March 2006.

**How does the performance measure demonstrate progress toward the goal?**

This performance measure will allow the Department to measure its progress to its good to provide excellent customer service.

**Compare actual performance to target and relevant standards, if available, and explain any variance**

Targets are to be determined (TBD). Data under this performance measure has not been collected.

**What is an example of a Department activity related to the measure?**

The Department has also teamed up with other natural resource agencies and the Office of Regulatory Streamlining to provide customer service training for its staff in Fall 2005. The training will be focused on skills for effectively communicating with customers. The Department intends having over 40 of its staff and managers participate in the training.

**What needs to be done as a result of your analysis?**

Agency Name: Water Resources Department		Agency No.: 690								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
<b>690-15</b> Percent of customers rating satisfaction with agency services above average or excellent for: A: Timeliness B: Accuracy C: Helpfulness D: Expertise E: Information Availability	<b>Target</b>	--	---	---	---	---	---	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
	<b>Data</b>	---	---	---	---	---	---			

Data Source:

**To what goal(s) is this performance measure linked?**

Assure that the Department is providing excellent customer service.

**What does the performance measure say about Oregon relative to the goal(s)? What is impact of Department?**

This is a new measure created in August 2005. As described in PM690-14, the Department has not completed surveys to measure overall satisfaction with the agency under this new measure. However, the Department is currently developing a new customer service survey based on the Department of Administrative Services guidelines. The survey will be conducted in March 2006.

**How does the performance measure demonstrate progress toward the goal?**

This performance measure will allow the Department to measure its progress to its good to provide excellent customer service.

**Compare actual performance to target and relevant standards, if available, and explain any variance**

Targets are to be determined (TBD). Data under this performance measure has not been collected.

**What is an example of a Department activity related to the measure?**

**What needs to be done as a result of your analysis?**