

WATER RESOURCES DEPARTMENT

Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)

Original Submission Date: 2014

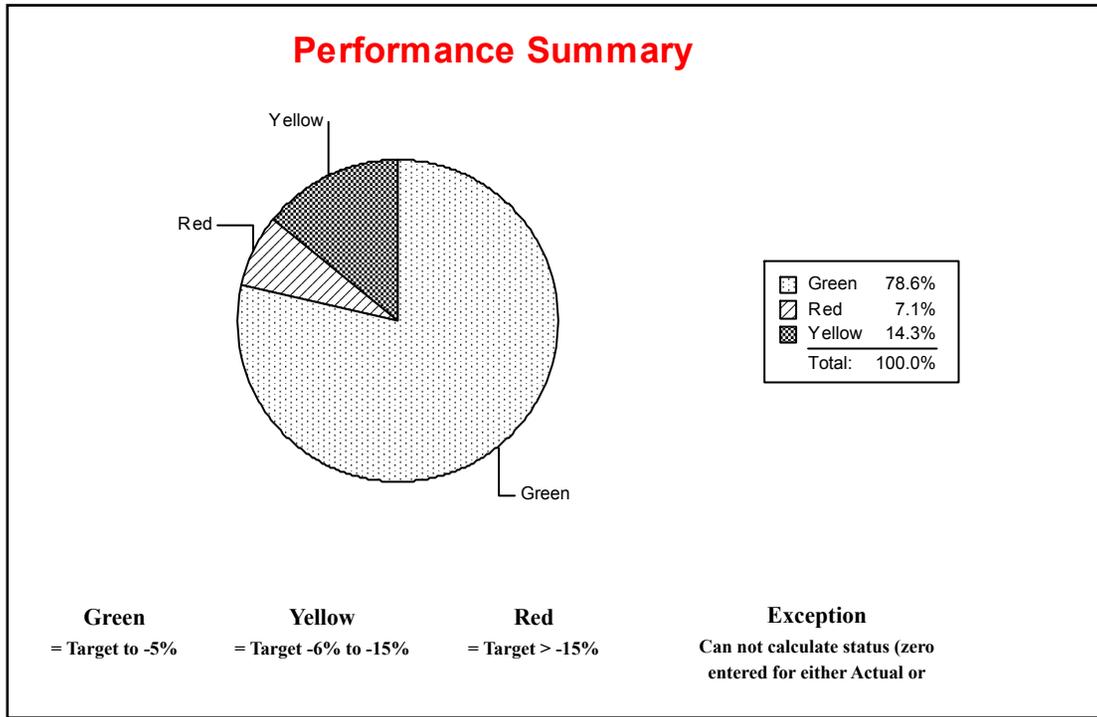
Finalize Date: 11/25/2014

2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
1	FLOW RESTORATION - Percent of watersheds that need flow restoration for fish that had a significant quantity of water put instream through WRD administered programs.
2	PROTECTION OF INSTREAM WATER RIGHTS - Ratio of the streams regulated to protect instream water rights to all streams regulated.
3	MONITOR COMPLIANCE - Percent of total regulatory actions that found water right holders in compliance with water rights and regulations.
4	STREAM FLOW GAGING - Percent change from 2001 in the number of WRD operated or assisted gauging stations.
5	ASSESSING GROUND WATER RESOURCES - Percent change from 2001 in the number of wells routinely monitored to assess ground water resources.
6	EQUIP CITIZENS WITH INFORMATION - Percent of water management related datasets collected by WRD that are available to the public on the internet.
7	EQUIP CITIZENS WITH INFORMATION - Number of times water management related data was accessed through the WRD's Internet site.
8	Fully implement the Water Resources Commissions 2000 Water Measurement Strategy
9	PROMOTE EFFICIENCY IN WATER MANAGEMENT AND CONSERVATION PLAN REVIEWS - Percent of water management and conservation plans that received a preliminary review within 90 days of plan submittal.
10	PROMOTE EFFICIENCY IN WATER RIGHT APPLICATION PROCESSING - Percent of water right applications that receive an initial review within 45 days of application filing.
11	PROMOTE EFFICIENCY IN TRANSFER APPLICATION PROCESSING - Percent of transfer final orders issued within 120 days of application filing.
12	PROMOTE EFFICIENCY IN FIELD STAFF REGULATORY ACTIVITIES - Number of places where water is legally taken out of stream and used (points of diversion) per FTE of field staff.
13	INCREASE WATER USE REPORTING

2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
14	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent" in overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
	Title: Rationale:

WATER RESOURCES DEPARTMENT	I. EXECUTIVE SUMMARY
Agency Mission: To serve the public by practicing and promoting responsible water management.	
Contact: Racquel Rancier, Senior Policy Coordinator	Contact Phone: 503-986-0828
Alternate: Thomas J. Paul, Acting Director	Alternate Phone: 503-986-0882



1. SCOPE OF REPORT

The Water Resources Department has 14 Key Performance Measures (KPMs). These performance measures cover agency programs related to: surface water restoration, protection, and measurement; groundwater monitoring; and regulatory and outreach actions. As a whole, our KPMs describe and track progress in the Department's key program areas. However, our KPMs do not track the Department's water right adjudication efforts, hydroelectric licensing and relicensing programs, implementation of the Integrated Water Resources Strategy, or water supply development efforts. The Department tracks these programs through internal measures.

2. THE OREGON CONTEXT

The Water Resources Commission and Water Resources Department (WRD or the Department) are responsible for managing the surface water and groundwater resources of the State. Managing the State's water resources includes protecting existing rights for both instream and out-of-stream uses of water, responsibly allocating and managing water supplies, addressing new and changing supply needs, and continuing to improve our understanding of surface and groundwater resources. Nine measures (690-1 through 690-5, 690-8 through 9, and 690-12 through 690-13) relate to the practice and promotion of responsible water management, while the remaining measures relate to customer service.

Allocation and management of Oregon's water resources is based on the principle of prior appropriation. This means the first person to obtain a water right on a stream is the last to be shut off in times of low stream flow. In times of water scarcity, the water right holder with the oldest date of priority can demand the water to satisfy the use specified in their water right, regardless of the needs of junior users. If there is a surplus beyond the needs of the senior right holder, the water right holder with the next oldest priority date can take the amount of water to satisfy the use specified in the water right, and so on down the line until there is no surplus, or until all rights are satisfied. This system of appropriation was fundamental to Oregon's early settlement and economic development.

The Department also issues water rights for protecting fish, minimizing the effects of pollution, and providing for recreational uses. These water rights are called instream water rights. Instream water rights also have a priority date and are regulated the same way as other water rights. Oregon law allows water right holders to sell, lease, or donate their water rights to be converted to instream water rights. This is done through a short-term lease or by a transfer of the existing right from the current use to a new type of use. Oregon Benchmark 80 tracks the percentage of key streams meeting instream flow rights. Four of our KPMs track our contribution to achieving this benchmark by measuring our efforts to restore flows where they are most needed by fish (690-1), to protect instream water rights (690-2), and to promote efficiency in the transfer application process (690-11), and to achieve compliance with water rights regulations (690-3).

The Department's activities also support the 10-year Plan outcomes in the policy areas of Jobs and Innovation, as well as Healthy Environment. In addition, many of the KPMs track or relate to recommended actions called for by Oregon's Integrated Water Resources Strategy (IWRS). Given the state's current and future challenges in meeting instream and out-of-stream water needs, implementation of the IWRS is essential to understand our water resources and take necessary steps to help meet needs now and into the future.

The importance of our agency's mission and responsibilities is reflected in the diversity and number of individuals, agencies, and stakeholders that work closely with us. In addition to individual water users, the Department works closely with agricultural interests such as the Oregon Farm Bureau, Water for Life, the Oregon Association of Nurseries, and Oregon Cattlemen. Partners also include individual cities, counties, and irrigation districts; the Association of Oregon Counties, League of Oregon Cities, Central Oregon Cities Association, Oregon Water Resources Congress, Oregon Water Utilities Council, Oregon Association of Water Utilities, and Special Districts Association of Oregon. The Department works closely with its conservation partners such as The Freshwater Trust, the Deschutes River Conservancy, Klamath Basin Rangeland Trust, The Nature Conservancy, WaterWatch of Oregon, the Walla Walla Watershed Alliance, Oregon Environmental Council, Oregon Council Trout Unlimited, the Oregon League of Conservation Voters, and individual watershed councils, soil and water conservation districts, and other groups. The Department works with Oregon's federally recognized Indian Tribes on issues related to water supply, watershed

management, and water distribution, as well as water issues of mutual concern. Finally, the Department also partners with federal agencies and state natural resource and economic development agencies.

3. PERFORMANCE SUMMARY

The Department's performance has improved for a number of KPMs since the 2013 report. In the 2013 report, 64.3% were within 5% of the target (green), 21.4% were within 6-15% of the target (yellow), while 14% were greater than 15% away from the target (red). In this 2014 report, the percent in green has increased to 78.6%, while both yellow (14.3%) and red (7.1%) have decreased.

Similarly, all but one of the five KPMs that were not trending at or towards the target in the 2013 report, are now at or trending towards the target. Two of the KPMs that were trending at or towards the target in the 2013 report are no longer (#690-2 and #690-3); however, one of these changed by only one percent from last year, and therefore, is likely normal variation and not indicative of a trend away from the target. The Department is proud to report that customer service measures positively increased; although timeliness continues to be a challenge.

KPMs MAKING PROGRESS at or trending toward target achievement

- KPM #690-1 - Flow Restoration
- KPM #690-4 - Streamflow Gaging
- KPM #690-5 - Assessing Groundwater Resources
- KPM #690-6 - Equip Citizens with Information
- KPM #690-7 - Equip Citizens with Information
- KPM #690-8 - Water Measurement
- KPM #690-9 - Promote Efficiency in WMCP Reviews
- KPM #690-11 - Promote Efficiency in Transfer Application Processing
- KPM #690-12 - Promote Efficiency in Field Staff Regulatory Activities
- KPM #690-13 - Increase Water Use Reporting
- KPM #690-14 - Customer Service (biennial survey)

KPMs NOT MAKING PROGRESS not at or trending toward target achievement

- KPM #690-2 - Protection of Instream Water Rights
- KPM #690-3 - Monitor Compliance
- KPM# 690-10 - Promote Efficiency in Water Right Application Processing

4. CHALLENGES

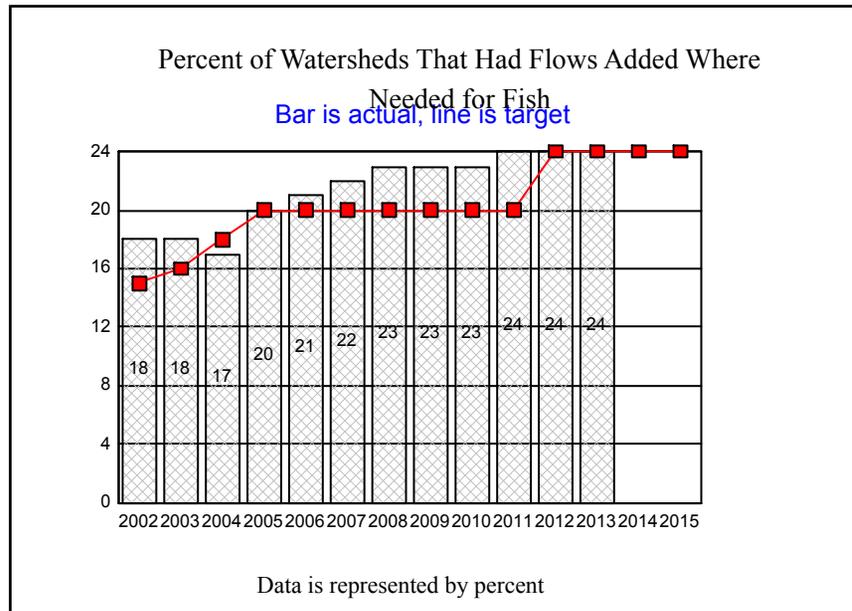
A major economic and environmental challenge for the state is providing adequate water supply to meet existing and future out-of-stream and instream needs. Surface waters in most of Oregon during non-winter months are fully appropriated by existing out-of-stream and instream uses. Groundwater resources are showing signs of overuse and are declining in many areas. There is also an increasing awareness of the hydraulic connection between groundwater and surface water in many locations. As a result, our Department must continue to collect data to better understand groundwater and surface water and take into account their interconnection in managing the state's water resources. Increasing competition for water coupled with predicted changes in precipitation and snowpack, as well as aging infrastructure, underscores the importance of taking steps to meet Oregon's long-term water supply needs. Oregon's first Integrated Water Resources Strategy was adopted and published in 2012, providing a blueprint for the state and its partners to better understand and meet Oregon's water resource needs. Achieving our performance targets remains challenging, given budget limitations that affect staffing resources. To overcome these challenges, we continue to streamline processes, increase technology utilization, and strengthen partnerships with water users and other stakeholders.

5. RESOURCES AND EFFICIENCY

The Department's 2013-2015 legislatively approved budget includes \$27,284,614 in General Fund, \$1,275,264 in Federal Funds, and \$34,736,737 (mostly pass-through dollars) in Other Funds. The 2013-15 budget for the Water Resources Department increased the Department's transaction fees and dam safety fees for a four-year period beginning July 1, 2013. Most of the remaining "Other Funds" are pass-through funds, destined for local communities, as they develop water resource solutions. The Department provides funds to communities for water supply, re-use, and conservation feasibility studies, resulting from Senate Bill 1069 (2008); this fund was capitalized for the 2013-15 biennium with \$750,000. The 2013 Legislature also passed Senate Bill 839 and authorized \$10.2 million in lottery bonds to provide grants and loans to support water supply projects to meet instream and out-of-stream needs. The Legislature also increased the Department's staffing resources for 2013-15, and adjusted KPM targets for future years, anticipating performance improvements. As shown in this KPM report, these investments in Department activities have already begun to translate into improved KPM performance. In addition, the Department has continued to evaluate and identify workflow improvements, while also utilizing technology to streamline processes and improve staff efficiency. In 2013-14, the Department's process improvement efforts included:

- (1) utilizing web-based programs to reduce the time it takes to create public notices;
- (2) conducting a mapping exercise with staff to identify opportunities to save time and reduce inefficiencies in the initial review process (see KPM #10);
- (3) evaluating the processing of instream leasing applications and identifying steps to make processing more efficient; and
- (4) utilizing SharePoint software to improve customer service, while also freeing up staff time.

KPM #1	FLOW RESTORATION - Percent of watersheds that need flow restoration for fish that had a significant quantity of water put instream through WRD administered programs.	2002
Goal	Increase voluntary streamflow restoration to meet instream flow needs.	
Oregon Context	Agency Mission and OMB 80: Percentage of key streams meeting minimum flow rights.	
Data Source	Department Maintained Database and Monthly Statistical Reports.	
Owner	Water Rights Services Division, Dwight French, 503-986-0819	



1. OUR STRATEGY

In accordance with the Department's mission and recommended actions in the IWRS, the Department facilitates voluntary streamflow restoration through instream leases, transfers, and allocations of conserved water for flow restoration. Key partners include: the Oregon Watershed Enhancement Board, the

Freshwater Trust, the Deschutes River Conservancy, the Klamath Basin Rangeland Trust, National Fish and Wildlife Foundation, Columbia Basin Water Transaction Program, The Nature Conservancy, irrigation districts, and water users.

2. ABOUT THE TARGETS

The goal is to increase the percent of targeted watersheds that have had flows restored. Ideally, all watersheds would have adequate flows to meet all needs, including those of fish. However, increasing water demands, a limited water supply, and limited resources require the state to be strategic in restoration efforts. Working with the Oregon Department of Fish and Wildlife, WRD has prioritized the restoration of key watersheds to benefit fish populations.

3. HOW WE ARE DOING

This KPM was created in 2002. The Department had previously reported that this KPM was not met until 2007. However, upon re-examination, it appears that we have consistently met or exceeded the target levels since adoption of this KPM. Instead of looking only at the first six months of the year, staff began to look at all 12 months of data for each year, and updated the graph accordingly. In 2013, 24 percent of watershed had flows added, where needed, for fish, meeting the 24 percent target. Cumulatively, by the end of 2013, the Department had protected a total of 2,402 cubic feet per second (cfs). This total is comprised of the following:

- 1) leases - 1084 cfs;
- 2) transfers - 345 cfs;
- 3) allocations of conserved water - 173 cfs;
- 4) converted hydroelectric rights - 800 cfs.

In the first six months of 2014, the number had already reached 25 percent.

4. HOW WE COMPARE

As of December 31, 2013, approximately 2,402 cubic feet per second (cfs) has been voluntarily restored to streams in Oregon. While no scientific study has been conducted that compares streamflow restoration by state, an informal survey has shown that Oregon leads Washington, Idaho, and Montana in

streamflow restoration by a large margin. In a July 2009 comparison, Washington had restored approximately 400 cfs, and Idaho had restored approximately 100 cfs. Montana did not have current information available at that time but reported that they had made substantial gains over the 14 cfs recorded in our 2006 survey.

5. FACTORS AFFECTING RESULTS

Streamflow restoration efforts rely on the voluntary actions of water right holders to place water instream. We attribute our success to the hard work of our conservation partners, efforts of both our programmatic staff and our on-the-ground field staff, and a general increased comfort level with these programs among water users. Oregon benefits immensely from well-established, active conservation partners. Approximately 50 percent of Oregon's flow restoration transactions involve a third party such as the Oregon Fresh Water Trust, Deschutes River Conservancy, or Klamath Basin Rangeland Trust. The remaining 50 percent of flow restoration activities occur directly between the water right holder and WRD.

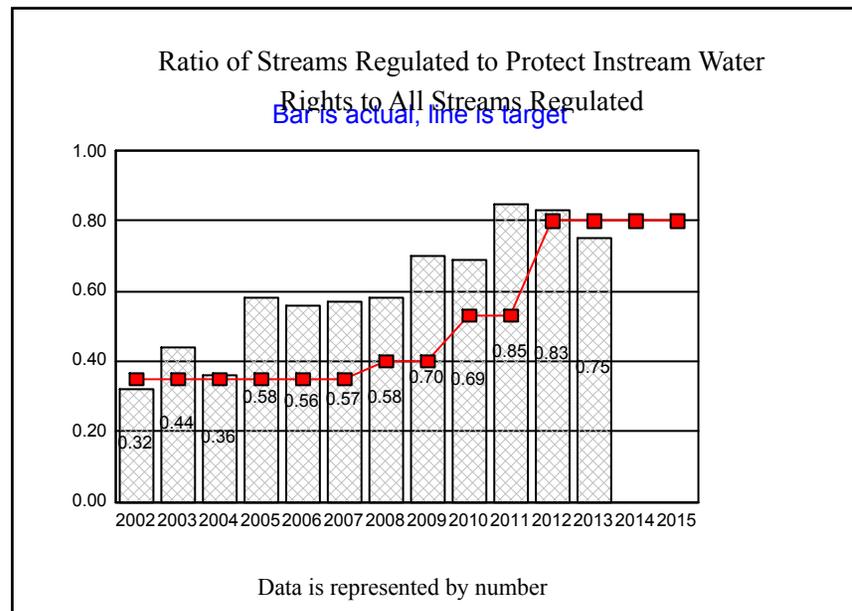
6. WHAT NEEDS TO BE DONE

The Department needs to continue to work with our conservation partners and willing water right holders to ensure that the streamflow restoration programs continue to be easy to use.

7. ABOUT THE DATA

The reporting cycle is the calendar year; therefore this report, published in August 2014, contains data through the end of calendar year 2013. Most of the instream data has been migrated to the Water Rights Information System (WRIS), which has helped water users and conservation partners track the status of their application and research the locations of instream transactions.

KPM #2	PROTECTION OF INSTREAM WATER RIGHTS - Ratio of the streams regulated to protect instream water rights to all streams regulated.	2002
Goal	Regulate to protect instream water rights.	
Oregon Context	Agency Mission and OMB 80: Percentage of key streams meeting minimum flow rights.	
Data Source	Annual Field Activities Report.	
Owner	Field Services Division, Doug Woodcock 503-986-0878	



1. OUR STRATEGY

Monitor streamflows and distribute water to protect instream water rights according to priority date; pursue funding and other opportunities to increase monitoring of instream rights in key streams. The Department partners with the Oregon Watershed Enhancement Board (OWEB), local governments,

watershed councils, and other organizations.

2. ABOUT THE TARGETS

The goal is to increase the ratio; to increase the number of streams regulated to protect instream water rights as compared to the total number of streams regulated. The target was set at a level that provides significant protection of instream water rights, compared to the overall ratio of instream water rights to out-of-stream water rights. The target was set at a level that could realistically be attained, while encouraging the Department to promote the treatment of instream water rights on equal footing with other water rights.

3. HOW WE ARE DOING

From 2005 through 2008, performance stabilized and exceeded targets. Since 2009, the Department has seen an elevated level in the ratio of streams regulated with instream water rights. This is due to better management and tracking tools for monitoring instream water rights. For example, the Department has been able to add near real-time access (telemetry) to existing gaging stations in key instream water right reaches to better monitor whether instream rights are being met, and to more efficiently make adjustments in the stream system to improve flows (e.g., regulating junior water rights off). In 2013, many new streams were regulated (537 regulated compared to 437 in 2012) due to drought and implementation of regulation in the Klamath Basin. Many of the regulations were for other than instream water rights. This resulted in a reduction in the reported ratio for 2013. As a result, the total number of regulatory actions increased for out-of-stream uses, resulting in a decline in the ratio, despite the fact that the total number of regulatory actions for instream rights also increased.

4. HOW WE COMPARE

Direct comparison with other state agencies in Oregon is not possible since regulation for water rights is a unique function of our Department. Comparison with other western states is also difficult because of differences in management approaches and instream water right laws. For instance, a large portion of the surface water in Washington has not been adjudicated, so there is not the same level of active management and distribution of water that occurs in Oregon.

5. FACTORS AFFECTING RESULTS

Instream water rights are often junior to other surface water rights, but are regularly monitored by the Water Resources Department. Flows for some streams with instream water rights are met throughout the season and do not require significant regulation on their behalf. In years with high streamflows, the total number of streams regulated is very likely to go down, while in years with lower streamflows the total number of streams regulated is likely to go up because of

greater need. The ratio of streams regulated to protect instream water rights to all streams regulated varies with the amount and timing of rainfall in any given year, as well as staff resources. This KPM is specific to regulation for instream water rights.

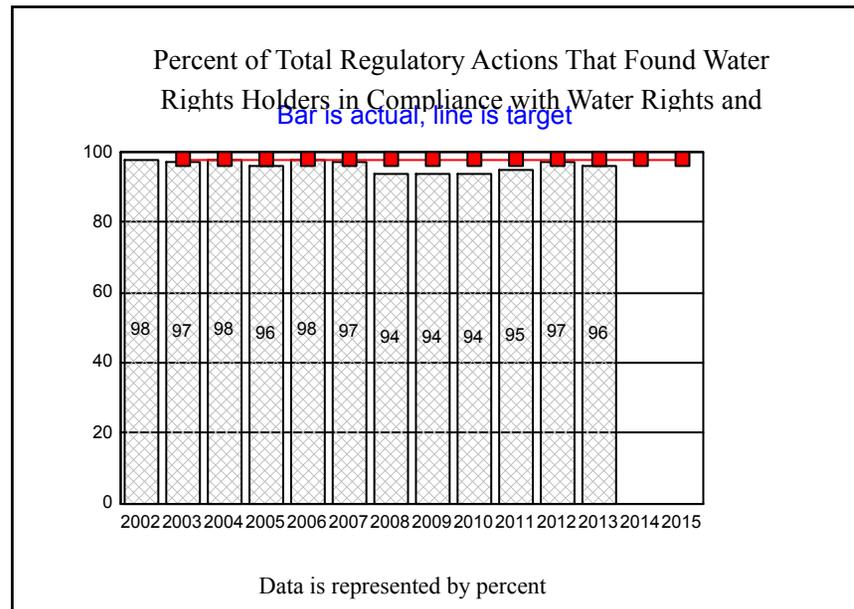
6. WHAT NEEDS TO BE DONE

Continue to promote the monitoring and regulation of instream water rights and hire additional staff during the regulation season to respond to the increased workloads for instream water right regulation.

7. ABOUT THE DATA

The reporting cycle is the water year (October 1 to September 30). This report, published in August 2014, contains data through September 2013. Watermasters submit an annual Surface Water Summary Report that includes each stream regulated, the number of regulatory actions taken, starting and ending dates of regulation, earliest priority date regulated, and the primary reason for regulation. Informational reports are presented to the Water Resource Commission with detailed information by watermaster district and stream. Copies of these reports are made available on the agency website under Commission Staff Reports. (Note: The Department updated all numbers in 2010, to address a calculation error.)

KPM #3	MONITOR COMPLIANCE - Percent of total regulatory actions that found water right holders in compliance with water rights and regulations.	2002
Goal	Actively enforce the state's water law and uphold its policies. Increase the percent of total regulatory actions that found water right holders in compliance with water rights and regulations. (A regulatory action is 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.)	
Oregon Context	Agency Mission.	
Data Source	Annual Field Activities Report.	
Owner	Field Services Division, Doug Woodcock, 503-986-0878	



1. OUR STRATEGY

Watermasters are involved in regulating water use on streams according to the priority dates of the water rights of record, as well as preventing illegal uses of water. The Department relies heavily on voluntary compliance by water users; however, having an adequate field presence is critical to maintaining a high level of compliance. There are 20 state funded watermasters, 15 locally funded (full-time or part-time) assistant watermasters, and five state funded regional assistant watermasters. We continue to look for funding to support additional field staff to ensure adequate protection of existing water rights and effective on-the-ground management.

2. ABOUT THE TARGETS

The goal is to increase the percent. A regulatory action is a) any action that requires a change in how the water is used, b) any action that requires maintenance, or c) a field inspection that confirms that no change is needed to comply with the water right, statute, or order of the Department. The targets show an expectation of a high level of voluntary compliance from water users. A high level indicates water users understand and support the distribution of limited water supplies under Oregon's water code. It indicates that water users trust the watermaster's knowledge, consistency, and integrity. When a high level of trust is attained, voluntary compliance is more likely, as observed in this measure.

3. HOW WE ARE DOING

In 2013, 17,000 regulatory actions were taken by field staff, and water right holders were in compliance in 96 percent of these cases. The percentage can vary by a few points from year-to-year, based on water supply conditions, staffing resources, or economic factors. Prior to 2012, this measure held steady at 94-95 percent compliance, which was attributable to the addition of five regional assistant watermasters. These five positions were added in the 2007-09 legislatively adopted budget and were in the field beginning with the 2008 irrigation season, resulting in increased identification and reporting of water users out of compliance with their rights or using water illegally. In 2013, the Department received funding from the Legislature and hired one new assistant watermaster. With additional staff, the Department has been able to work in new areas (for example: working with water users to get measuring devices installed on significant points of diversions) and work more intensively in existing areas. The end result has been to discourage violations and regain a high percentage of compliance.

4. HOW WE COMPARE

This KPM is unique to our Department and does not readily compare to other state agency or private sector activities.

5. FACTORS AFFECTING RESULTS

Seasonal climate can have a significant effect on the compliance ratio, since it can affect the intensity of water distribution efforts on a stream. Watermasters are likely to have more regulatory actions during times of water shortage. In years with high streamflows, the total number of streams regulated is very likely to go down. A field presence (adequate staffing) affects this measure through greater opportunity to monitor compliance, conduct outreach, and ultimately educate individuals about water laws.

6. WHAT NEEDS TO BE DONE

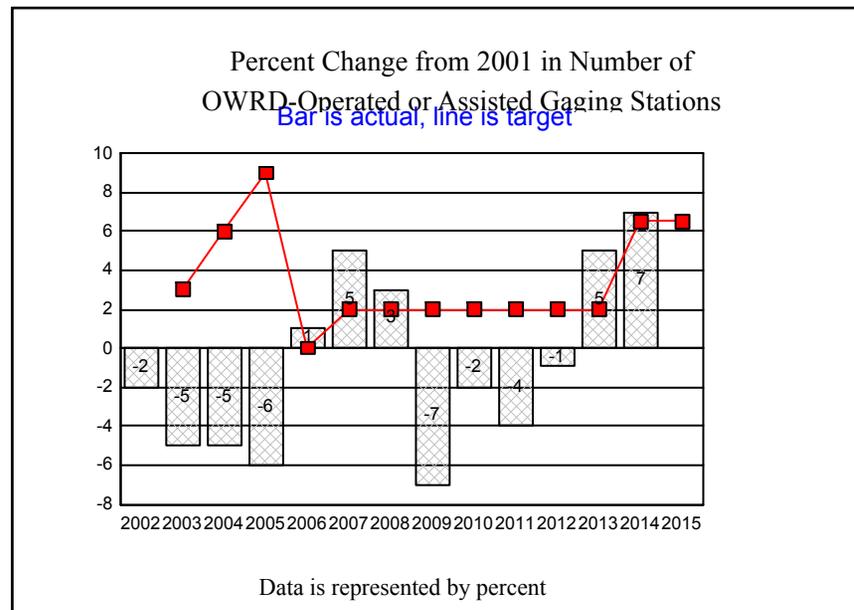
The Department needs to:

- (1) Continue to distribute water according to the water rights of record and enforce against illegal use of water.
- (2) Continue to assess significant diversions statewide. Watermasters will work with water users to ensure compliance with permit conditions through outreach and education.
- (3) Continue to develop distribution maps and water right databases to have better information available during the summer primary distribution season.
- (4) Ensure staffing levels are sufficient to continue to protect Oregon's water resources.

7. ABOUT THE DATA

The reporting cycle is the water year (October 1 through September 30.) This report, published in August 2014, contains data through September 2013. Regulatory activities by our watermasters include any action that causes a change in use, a change in maintenance, or a field inspection that confirms no change is needed to comply with the water right, statute, or order of the Department. Watermasters submit an annual Surface Water Summary report that includes each stream regulated, the number of regulatory actions taken, starting and ending dates of regulation, earliest priority date regulated, and the primary reason for regulation. Informational reports are presented to the Water Resource Commission with detailed information by watermaster district and stream. Copies of these reports are made available on the agency website under Commission Staff Reports.

KPM #4	STREAM FLOW GAGING - Percent change from 2001 in the number of WRD operated or assisted gauging stations.	2002
Goal	Increase our understanding of surface water resources and the demands on them by increasing the number of gaging stations.	
Oregon Context	Agency Mission.	
Data Source	Monthly Statistical Report.	
Owner	Technical Services Division, Brenda Bateman, 503-986-0879	



1. OUR STRATEGY

The Department maintains a statewide network of gaging stations to manage surface water resources. In addition, the Department cooperates with the U.S. Geological Survey, U.S. Bureau of Reclamation, and others in collecting and sharing streamflow data. The Department continues to look for opportunities to

collaborate with others to increase and upgrade this network to improve water management in Oregon.

2. ABOUT THE TARGETS

The goal is to increase the number of stream gages in Oregon. The target establishes a base level to meet the Department's statutory responsibility to manage the surface waters of the state. While it is desirable to have additional gaging stations, they need to be strategically located to collect information that can be used to more efficiently manage and understand Oregon's surface water resources. In addition, the Department has to have adequate staff to maintain the stations and provide quality assurance of the data.

3. HOW WE ARE DOING

The 2001 benchmark was 215 gaging stations. In 2013-2014, the Department added 8 gages and dropped 2, for a net gain of 6 gages. Currently, the Department is operating a total of 231 gages, 7 percent higher than the 2001 benchmark.

4. HOW WE COMPARE

The U.S. Geological Survey (USGS), which maintains a similar network of gaging stations in Oregon, operates 259 stream gages currently. The USGS depends on local funding for the operation of many of these gages.

5. FACTORS AFFECTING RESULTS

The 2013 Legislature provided resources for the installation of gages. Five of the eight gages were added for a special project in the North Central Region. One was added in the Southwest Region for water management. The other two new gages were added in South Central Region and Eastern Region for special projects. One gage that was discontinued was for a special project in the Grande Ronde area, while the other was for occasional water management in the North Central Region. The Department continues to face challenges in ensuring that it has sufficient hydrographic technician ("hydrotech") staff to maintain the gaging equipment and provide quality assurance.

6. WHAT NEEDS TO BE DONE

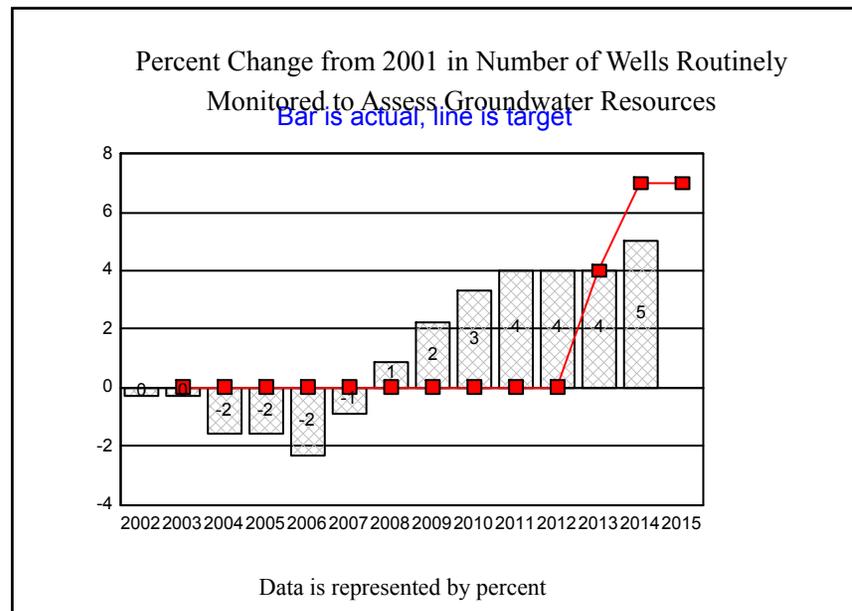
Gaging priorities for water management and distribution needs were identified in a recent "stream gage needs assessment" conducted by the Water Resources Department. This evaluation identified the need for more real-time monitoring in most regions to effectively manage water in the face of growing demand and a

limited supply. The evaluation identified locations where another 70 stream gages would help watermasters distribute water; 30 of these gages are a high priority for regulatory, environmental, and logistical reasons. The State needs to further evaluate the hydrologic data network and continue to coordinate among natural resource agencies to identify locations and conditions that may require additional monitoring. Continued investment in staff resources is necessary to install and maintain gages, as well as process the data. In addition, the Department is currently working on the installation of stream gauges needed for water management in the Klamath Basin.

7. ABOUT THE DATA

Readers may access Department, U.S. Geological Survey, and other gaging data from the Department's near real-time website http://apps.wrd.state.or.us/apps/sw/hydro_near_real_time/Default.aspx).

KPM #5	ASSESSING GROUND WATER RESOURCES - Percent change from 2001 in the number of wells routinely monitored to assess ground water resources.	2002
Goal	Increase our understanding of groundwater resources and the demands on them.	
Oregon Context	Agency Mission.	
Data Source	Monthly Statistical Report.	
Owner	Technical Services Division, Brenda Bateman, 503-986-0879	



1. OUR STRATEGY

The Department maintains an observation well network throughout the state to track water-level trends as a measure of groundwater in storage. This network ranges from wells equipped with dataloggers to wells with periodic manual measurements. The Department's strategy is to ensure adequate budget and staff to

collect and analyze groundwater data collected at these monitoring stations, to archive the data in a database, and to provide data for the public's use on the Department's web page. The Department works with the U.S. Geological Survey, U.S. Bureau of Reclamation, and other partners in collecting and sharing data from these wells.

2. ABOUT THE TARGETS

The goal is to maintain or increase the positive percent change from 2001 in the number of wells monitored. Positive numbers show that the number of monitored wells is greater than the 2001 baseline. Negative numbers indicate fewer state observation wells were monitored than in 2001. This KPM is a measure of how well the Department is maintaining the State Observation Well Net across Oregon.

3. HOW WE ARE DOING

The 2001 benchmark is 350 wells. The year 2014 reflects an increase of three wells since last year, taking the total State Observation Well Net to 368 wells. This is five percent higher than the 2001 benchmark. The Department's trend over the last five years is a small increase in the number of wells in the State Observation Well Net, relative to the 2001 benchmark. The 2013 Legislature increased targets for this KPM to seven percent above the baseline. For the 2013-15 biennium, the Legislature provided the Department with funds to drill 13 new state observation wells. Department hydrogeologists are working on locating the well sites, developing landowner access arrangements, and selecting well drillers

4. HOW WE COMPARE

This KPM is unique to the Department and does not readily compare to other state agency or private sector activities. The U.S. Geological Survey also measures wells in Oregon. The Department shares data with this federal agency.

5. FACTORS AFFECTING RESULTS

The state observation wells monitored by the Department are privately owned; therefore long-term access to the wells is commonly an issue as the Department relies on well owners for access to the wells. As property changes hands, some owners discontinue their participation in the network. In these cases, the Department tries to find a suitable replacement well in the same general area. However, increasing demands for groundwater technical staff to evaluate new and more complex water use proposals across Oregon competes for the resources needed to find suitable substitutes for discontinued state observation wells. Therefore, the number and location of state observation wells varies somewhat from year-to-year. Also, over time, mechanical obstructions can prevent measurements in a well for a period of months to years, until a pump is pulled or a well head is reconfigured. These wells are still considered to be "current";

but may not be actively measured until access is re-established. As such, the number of actively measured "current" state observation wells fluctuates from year to year. The Department tries to resolve these problems as soon as possible so that such wells represent only a small fraction of the total number of state observation wells. However, without dedicated funds to pull pumps and re-establish access, we are dependent upon the schedule and the resources of the landowner. An expanded network of dedicated observation wells drilled and owned by the State of Oregon would eliminate many of these problems.

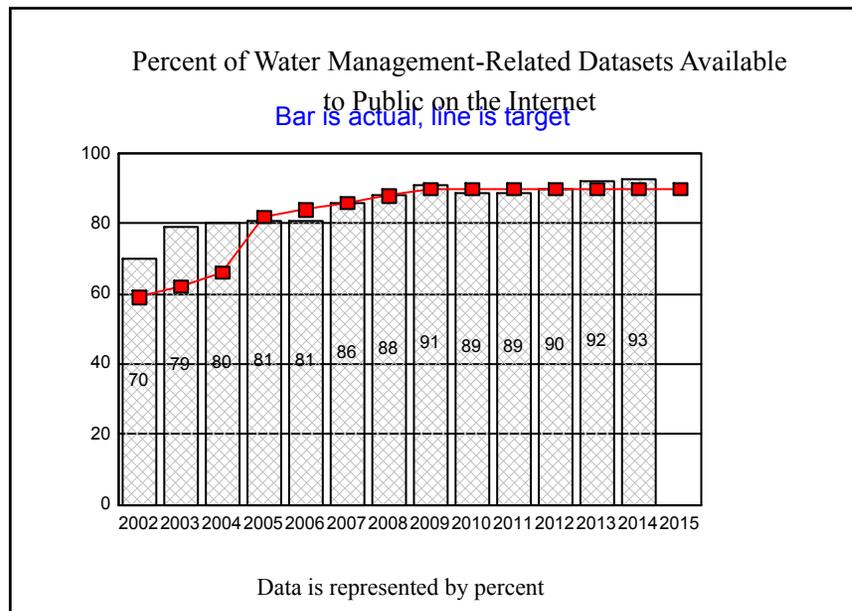
6. WHAT NEEDS TO BE DONE

The Department needs to ensure that adequate budget and staff exist to establish, maintain, collect, archive, and analyze data from these important monitoring stations, and to continue providing data for the public's use. An expanded network that includes dedicated, long-term benchmark wells (wells drilled for the State of Oregon as monitoring sites) would ensure enduring access for tracking groundwater supplies in critical areas of the state.

7. ABOUT THE DATA

The reporting cycle is the Oregon fiscal year. Monitoring and analyzing water level data are important functions to assess the health of Oregon's aquifers. The State Observation Well Net is only one element in the Department's effort to address this task. Many other wells are monitored for water-level trends that are not associated with the State Observation Well Net. These other wells are monitored for basin investigations, watershed projects, and small-area water supply studies. Many of these wells also represent a commitment to gather long-term data to evaluate areas of aquifer stress in the state. Currently, there are about 4,000 wells with associated groundwater level data available online. Like the State Observation Well Network data, these are provided on the Department's webpage for public access.

KPM #6	EQUIP CITIZENS WITH INFORMATION - Percent of water management related datasets collected by WRD that are available to the public on the internet.	2002
Goal	Equip citizens with information to make and carry out local, basin, and regional development, management, and conservation water plans.	
Oregon Context	Agency Mission.	
Data Source	Monthly Statistical Report.	
Owner	Technical Services Division, Brenda Bateman, 503-986-0879	



1. OUR STRATEGY

Continue efforts to gather data into an electronic format that can be made available through a web-based interface. Look for additional resources to try and stay current with new information being created.

2. ABOUT THE TARGETS

The goal is to increase the percent. In order to identify and plan for water needs, it is helpful to know as much about the resource as possible. Providing information online also reduces the need for customers to contact the Department to answer questions, reducing workload for the Department.

3. HOW WE ARE DOING

In 2013-14, 93 percent of our water-related datasets were available to the public through the internet, meeting the target for this KPM. During the past several years, the Department has made more information and tools available on-line, including scanned documents, an on-line mapping feature, real-time and historic streamflow and lake-level statistics, and a virtual workspace for inter-agency workgroups and review groups. For example, during 2013-14, the Department:

- (a) streamlined Water Use Reporting tools for online reporting;
- (b) developed Water Use Report Query and Analysis tools to provide all data to the public instead of just municipal reports;
- (c) updated the Web Based mapping tool to work with Windows, Mac, and mobile devices; and
- (d) developed a Watermaster District dashboard showing recent regulation, gaging measurements, and miscellaneous measurements for the Klamath Basin.

4. HOW WE COMPARE

It is difficult to find a direct comparison as our business is fairly unique. Even among government agencies, we are unique. The most telling sign of our performance is the high praise we receive from customers who deal with states other than Oregon. They are always very appreciative of the wealth of information we have made available compared with our neighboring states.

5. FACTORS AFFECTING RESULTS

Recent efforts have centered around bringing web-based applications up-to-date with current technology and making it easier for the public to access

information. In doing so we have slightly increased the data available to the public, but the primary focus has been on making current datasets more accessible and easier to use, and moving off of outdated systems. Due to the increased ease of accessing data, plus the incremental increase in data available, this KPM has experienced significant growth. However, the Department is still experiencing back logs in posting information. This is primarily due to having two vacant positions in the Data Tech group, which have not been filled for budget reasons.

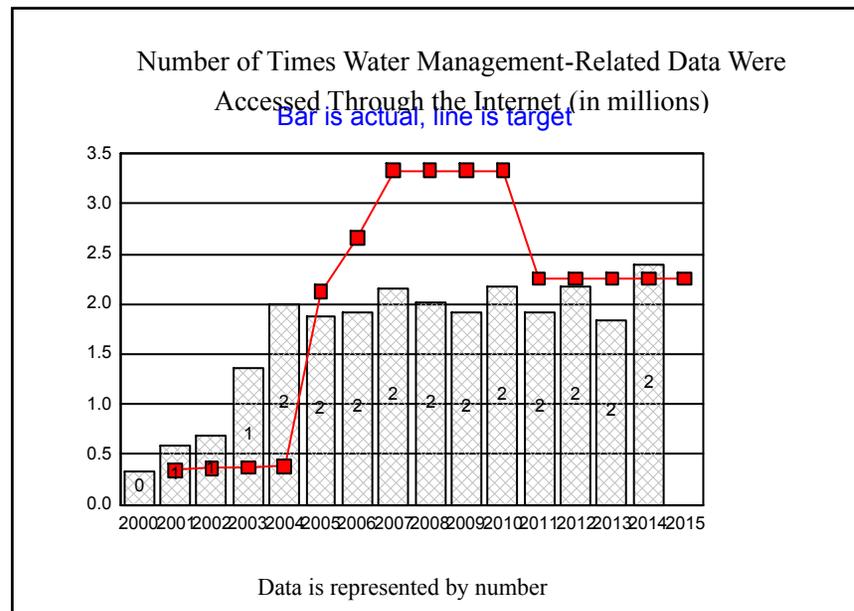
6. WHAT NEEDS TO BE DONE

By creating processes that capture data at the points of origin, we expect to see increased efficiencies as well as more opportunities to use data. The Department needs additional resources in order to maintain its data sets and make them available to the public.

7. ABOUT THE DATA

The number of data sets is ever-increasing, because the Department maintains historic data and then constantly adds new datasets as well. The reporting cycle is the calendar year.

KPM #7	EQUIP CITIZENS WITH INFORMATION - Number of times water management related data was accessed through the WRD's Internet site.	2000
Goal	Equip citizens with information to make and carry out local, basin, and regional development, management, and conservation water plans.	
Oregon Context	Agency Mission.	
Data Source	Monthly Statistical Report.	
Owner	Technical Services Division, Brenda Bateman, 503-986-0879	



1. OUR STRATEGY

The Department has a two-pronged approach to providing citizens with information. The previous KPM measures the amount of data available, while this KPM measures our ability to provide the information through useful interfaces in usable formats. Our focus on utilizing web interface technologies has helped us

successfully provide services and information for our customers.

2. ABOUT THE TARGETS

The goal is to have an ever-increasing number of hits on the Department's website, which includes information such as well log transactions, hydrographic records, water availability, water rights, and the document vault. More hits are indicative of our ability to meet the needs of the customer. There should always be growth as the population continues to grow and the demands on water resources continues to increase. The target from 2007-10 was 3.3 million hits per year. The 2011 Oregon Legislature adjusted this downward to be more realistic. Beginning in 2011, a new target of 2.25 million took effect.

3. HOW WE ARE DOING

In 2014, the Department experienced more than 2.39 million hits on its website. We continue to be successful in our efforts to provide information and services to our customers online and the metrics we have chosen to measure this goal reflect that trend.

4. HOW WE COMPARE

It is difficult to find other organizations against which to compare. The most telling indicator is that Oregon is frequently held up as a positive example of web access amongst all the Western states water resource management agencies.

5. FACTORS AFFECTING RESULTS

In 2008-09, the "hits" reported were artificially inflated because of a couple of factors that have since been addressed. First, the Department's on-line mapping function yielded very high numbers. Each time a customer called up a map, zoomed, re-positioned, or turned on/off a mapping layer, the screen refreshed and this counted as a "hit". The mapping function causing these inflated numbers has been removed for this report, and the 2009 numbers have been adjusted downward as well. Second, the Department has found that "webcrawlers" or "googlebots" were doubling the actual number of "hits". These crawlers continuously search every page on the web and follow every hyperlink included in that page. This is so that search engines will be ready to respond with information whenever a user requests it. Webcrawlers do not represent an active search currently underway by a Department customer; they only provide the information if asked. Although time consuming to identify and subtract these hits from the total number, the Department has decided not to count hits by webcrawlers. With these adjustments in mind, this KPM has continued to improve, making gains towards the target.

In June 2012, the Department's website experienced a large jump in Well Log queries (going from a monthly average of 56,000 to 556,655 for one month). This

was the result of an outside project where massive numbers of well log queries were being performed. In FY 2013, the monthly average declined to a more normal monthly average, with increases experienced in FY 2014. This increase may, in part, be due to improvements in data accessibility and the additional data made available as discussed in KPM #6.

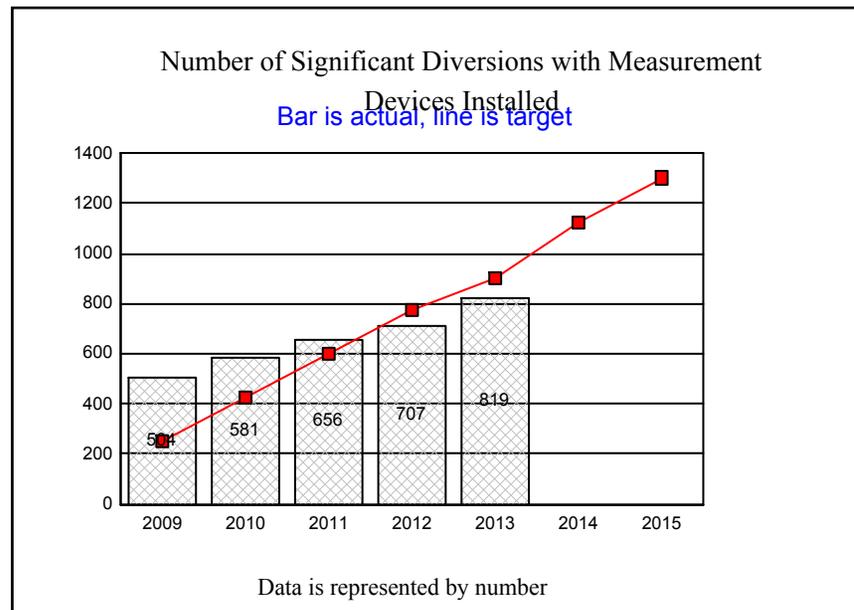
6. WHAT NEEDS TO BE DONE

The Department needs to continue to improve the quality and accessibility of some existing datasets, while also making new data available. Additional resources will also be necessary to replace the 2009 reductions in the Department's information technology staff.

7. ABOUT THE DATA

The Department collects information from computer system logs to determine the number of "hits" received on our web page. We do not count all traffic but focus our efforts on our dynamic content pages that serve up real-time information from our database and geospatial mapping information. We also have major parts of our web page devoted to static information resources for the public (e.g., "about us," "contact us," etc.). We have not yet tried to measure our traffic against these static web pages. We currently do not have any staff devoted to developing, maintaining or improving this content. When resources become available to devote to development of the static part of our web site, we will begin to include measurements of that traffic as well. The reporting cycle is the fiscal year.

KPM #8	Fully implement the Water Resources Commissions 2000 Water Measurement Strategy	2009
Goal	Fully implement the Water Resources Commission's 2000 Water Measurement Strategy by increasing the number of significant diversions with measurement devices installed.	
Oregon Context	Agency Mission.	
Data Source	Department Maintained Database.	
Owner	Field Services Division, Doug Woodcock, 503-986-0878	



1. OUR STRATEGY

Current law allows the Department to require measuring devices, where needed, as part of its permitting process and water management responsibilities. The

Water Resources Commission embarked on a Measurement Plan in 2000 to strategically improve water measurement statewide. With scarce resources, the Commission wanted to prioritize the installation of measuring devices "major on the majors". The Water Resources Commission directed the Department to focus its limited resources on significant diversions within high priority watersheds. Significant diversions are those that have a permit condition that require a measuring device, divert more than five cubic feet per second, or divert a high percentage of streamflow. The Department identified high priority watersheds, with the help of Oregon Department of Fish and Wildlife, as those with the greatest biological need and the greatest restoration opportunities. There are nearly 300 high priority watersheds.

As a result, the Department has identified more than 2,300 significant diversions that represent about 10 percent of the overall number of diversions in high priority watersheds, and account for about 50 percent of the volume of water diverted. These diversions were inventoried by staff between 2001 and 2008. About 250 significant diversions in high priority watersheds have permits requiring them to have a measuring device installed. The remaining significant diversions in high priority watersheds do not have permit conditions that require measuring devices. The Department is working with landowners to install water measuring devices (e.g., weirs, flumes, and meters) on significant points of diversion in high priority watersheds around Oregon. Significant staff and management time was spent establishing protocols for field staff, developing a database, and creating landowner outreach tools. The Department also works with local watershed councils, soil and water conservation districts, and tribal and federal partners to help find cost-share funds to install measuring devices.

2. ABOUT THE TARGETS

The Legislative goal was to have the first 250 measuring devices installed by 2009, and then, increase the number of significant diversions with measurement devices by 175 each year, starting first with significant diversions in high priority watersheds and then moving to significant diversions statewide. The Legislature increased the target rate of installation in 2013. The Department is tracking the cumulative total and annual number of devices installed or confirmed installed each calendar year. These targets will be a challenge to meet in the future as progress on this KPM takes significant field staff time and requires actions to be undertaken by the water right holder.

3. HOW WE ARE DOING

This KPM was created in 2009. This is the fourth reporting period and updates progress through calendar year 2013. The first KPM target goal was to have a cumulative total of 250 measuring devices installed by end of calendar year 2009 and add 175 each year after. Staff efforts, underway since 2000, have resulted in 819 measuring devices installed by end of calendar year 2013, which includes 112 devices installed or confirmed installed in 2013. This represents a significant improvement over 2012 (51 devices).

4. HOW WE COMPARE

The State of Washington requires the metering of surface water diversions where there are salmonid stock, that are depressed or critical, or where water is being diverted at a rate exceeding one cubic foot per second (cfs). This applies to new and existing water rights or claims. Although Washington's statewide goal is to meter 80 percent of the permitted/certificated water rights in the 16 identified Fish Critical Watersheds, actual numbers are not available. The State of Idaho can require measuring devices and does so on a case-by-case basis to settle disputes, or to gather data in areas with water conflicts. In areas with water conflicts, shortages, or declining groundwater, Idaho will set up districts and require more measuring and water use reporting. Idaho does not currently have a statewide plan in place to increase surface water measurement. Actual statewide data is not readily available from Idaho.

5. FACTORS AFFECTING RESULTS

The Water Resources Commission and Department are committed to this Water Management Strategy, and have spent considerable time and effort developing an inventory of significant points of diversion and an outreach plan. Success with measuring device installation is directly related to time spent by Department field staff, primarily watermasters and assistant watermasters, working with landowners. A number of the existing measuring device installations in the high priority basins were facilitated because the water right contained a condition requiring measuring device installation. As the Department contacts landowners holding older water rights, significant outreach and education is needed to help bring the landowner into compliance with measuring device installation. Many water users recently contacted have balked at the direction to install measurement devices, citing an average of \$1,000 per device. In 2013, the legislature recapitalized a cost-share fund to facilitate installation of devices through a dollar match program. This recapitalization of the fund facilitates progress on this KPM.

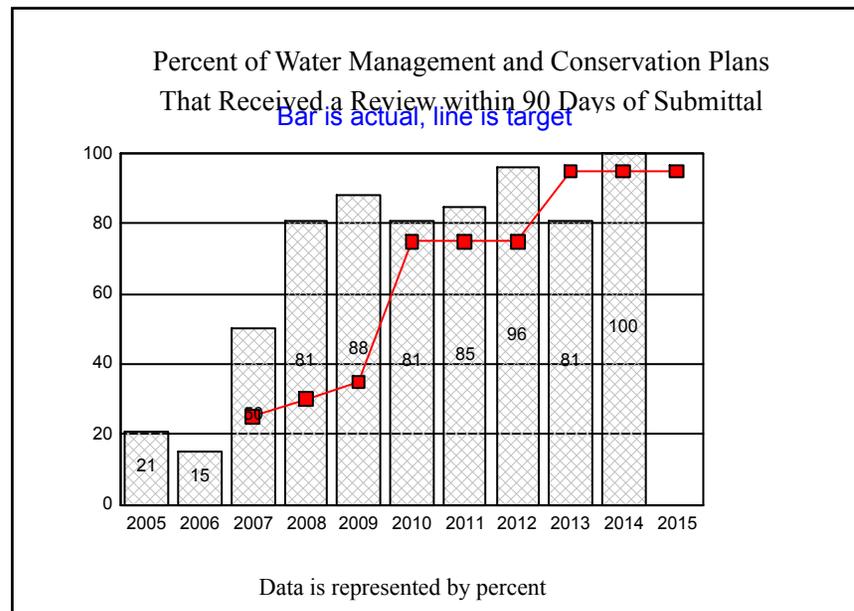
6. WHAT NEEDS TO BE DONE

The Department needs to continue working with landowners and funding partners to meet the KPM targets. The re-capitalized cost share fund will aid in the success of the program goals.

7. ABOUT THE DATA

The reporting cycle is the calendar year. Field staff submit data quarterly or more frequently to the database coordinator for entry into the database. Installation of measuring devices typically occurs before or after the irrigation season.

KPM #9	PROMOTE EFFICIENCY IN WATER MANAGEMENT AND CONSERVATION PLAN REVIEWS - Percent of water management and conservation plans that received a preliminary review within 90 days of plan submittal.	2002
Goal	Ensure Department is operating efficiently and effectively and that Water Management and Conservation Plans are of high quality.	
Oregon Context	Agency Mission.	
Data Source	Department Maintained Database and Query.	
Owner	Water Rights Services Division, Dwight French, 503-986-0819	



1. OUR STRATEGY

Ensure adequate staff resources so that water management and conservation plans submitted to the Department are reviewed in a timely manner. Conduct outreach and educational activities to improve the quality of plans submitted to the Department; thereby reducing the amount of time it takes for the Department

to review each plan. Continue to provide online resources and guidance materials to assist water suppliers in preparation of their plans. Update and improve existing guidance materials, as needed.

2. ABOUT THE TARGETS

The goal is to increase the percent of water conservation and management plans receiving a preliminary review in 90 days. The Water Resources Commission has a statewide policy on conservation and efficient water use. Municipal water providers and irrigation districts submit water management and conservation plans to the Department, either voluntarily or due to a water right permit condition or other requirement. These 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 initiate or increase existing diversions of water. For the water management and conservation plan program to be effective, the Department must review and issue final orders on plans in a timely fashion. The Legislature raised targets from 75 percent in 2010-12 to 95 percent for 2013-15.

3. HOW WE ARE DOING

For water management and conservation plans received by the Department with target dates for preliminary review between July 2013 and June 2014, 100 percent of the plans were reviewed within the 90-day goal. This is an increase of 19 percent compared to the prior year. The improved performance is a result of having 2.0 FTE assigned to review the plans (In FY 2013, only 1.0 FTE was assigned to review plans). Water Management and Conservation Plan updates from the municipalities continue to improve in quality, and are demonstrating increased efficiencies in managing water, preparing for emergencies (curtailment plans), and long-term water supply planning consistent with their comprehensive plans.

4. HOW WE COMPARE

The state of Washington has water management and conservation statutes for municipalities (passed in 2003), and in 2010, a court settlement stipulated these statutes also apply to quasi-municipalities. Washington is now receiving and reviewing plans, which is a more informal and abbreviated process than Oregon's. A municipal water use efficiency element is incorporated into Washington's Water System Plans that are required every six years. The program is administered by the Department of Health, Office of Drinking Water, which employs six planners to review the documents. With a total of 84 plans received last year, each of Washington's planners reviewed an average of 14 plans. The state of Idaho has a similar process for municipalities and agricultural users for one administrative groundwater area. In 2010, Idaho took initial steps to develop guidelines, with the aid of an Advisory Group, for the information that should be incorporated into those plans.

5. FACTORS AFFECTING RESULTS

Outreach to municipalities and others has significantly helped the Department meet its performance goals for this program. In the past decade, the state has worked with key partners to publish guides, provide tools, and offer educational presentations to aid in the preparation of water management and conservation plans. In 2008, the Department began collaborating with the League of Oregon Cities on a recurring feature called "The Conservation Corner" for the League's newsletter. These articles highlight outstanding conservation and management activities by Oregon cities. In December 2009, the Department unveiled a new webpage called the Conservation Share-House, designed for water suppliers to "share" their conservation and outreach materials with municipal counterparts around the state. In June 2011, the Department completed a second model agricultural plan with one of the irrigation districts, which is available on the Department's web site. The Department also offers educational workshops that provide guidance for developing water management and conservation plans. In early 2014, the Department initiated an update to the municipal water management and conservation plan guidebook (May 2003) to provide better direction and guidance on elements that are consistently problematic or deficient in submitted plans. A draft of the guidebook update is currently out for comment by a review team consisting of staff from League of Oregon Cities, Oregon Association of Water Utilities, and Special Districts Association of Oregon, as well as representatives from the municipal water supplier community, water right consulting firms, and engineers working in the water industry. The guides, model plans and outreach materials, as well as the Conservation Share-House webpage, are available on the Department website.

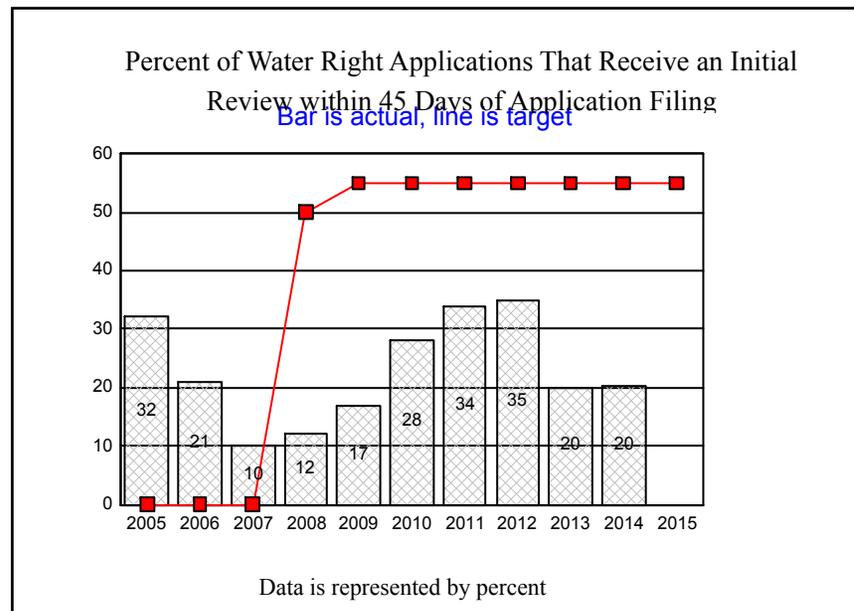
6. WHAT NEEDS TO BE DONE

The Department surpassed its target seven out of the last eight years and looks forward to doing so again in the future by continuing our education and outreach efforts. The Department is striving to complete its update of the municipal water management and conservation plan guidebook by the end of 2014. Looking forward, the Department wishes to better engage the agricultural community and provide additional outreach to agricultural water suppliers to aid in preparation of their water management and conservation plans. A similar guidebook update for agricultural water management and conservation plans may be warranted.

7. ABOUT THE DATA

The Department maintains a database on the status of water management and conservation plan processing. The reporting cycle is the fiscal year. FY 2014 percentages are based upon the number of water management and conservation plans that received a preliminary review of the plan within 90 days of plan submittal. Plans are not included in the percentage calculation unless, at least 30 days prior to plan submittal, the water supplier made the plan available to each affected local government, as required by rule. Over the last five fiscal years, the number of plans with KPM target dates for preliminary review averaged 17 plans per fiscal year. Given this number of plans in a single fiscal year, if the Department fails to meet the KPM target date for just one plan, the KPM target of 95 percent will not be achieved.

KPM #10	PROMOTE EFFICIENCY IN WATER RIGHT APPLICATION PROCESSING - Percent of water right applications that receive an initial review within 45 days of application filing.	2005
Goal	Ensure Department is operating efficiently and effectively and providing timely service to customers.	
Oregon Context	Agency Mission.	
Data Source	Monthly Statistical Report.	
Owner	Water Rights Services Division, Dwight French, 503-986-0819	



1. OUR STRATEGY

Reduce application processing times to the maximum extent possible, given available resources, time, and the delays intrinsic to required public notices. Staff continue to identify ways to streamline processes by concurrently performing different processing steps, removing unnecessary steps, revising certain

processes, and implementing technological improvements.

2. ABOUT THE TARGETS

The goal is to increase the percentage. This measure is a proxy for the magnitude of the application backlog by measuring time to the first principal processing document (i.e., the initial review). Because applications are processed as consecutively as possible, it reflects the agency's ability to begin processing new applications in a timely fashion. The goal is to reduce the processing time to the amount required by law, 45 days.

3. HOW WE ARE DOING

Since 2007, the Department has implemented a number of streamlining procedures that have improved our record in this area. The percentage overall has increased from a low of 10 percent in 2007 to a high of 35 percent in 2012, with a dip to 20 percent in 2013 and 2014. As reported in 2012-2013, application processing times for storage and surface water applications had improved significantly; however, these gains were not sustainable during 2013-2014 due to staff turnover in a relatively small program. Initial reviews of groundwater applications have significantly improved from 3 percent completed within 45 days in 2012-2013 to 18 percent for 2013-2014. While only 20 percent of initial reviews were completed within 45 days during 2013-14 overall, during the second half of the year - after a single new caseworker had been fully trained and a groundwater process improvement exercise had been conducted - the value was 34 percent. This improvement occurred despite a two-month period dominated by an emphasis on the issuance of emergency drought permits, which are not included in this KPM.

4. HOW WE COMPARE

Our agency's type, structure, and process of application reviews are fairly unique in relation to those of other state agencies. For example, many other western states do not even process applications for groundwater rights.

5. FACTORS AFFECTING RESULTS

Surface Water Applications As noted above, the processing times for surface water and storage applications were greatly affected by high turnover in a relatively small group. It takes approximately six months to adequately train a new caseworker. In 2012-13, 82 percent of storage applications and 59 percent of surface water applications had an initial review completed in 45 days, whereas in 2013-2014 only 14 percent of storage applications and 39 percent of surface water applications met the target. The results thus reflect the importance of having a stable budget for processing applications and retaining experienced caseworkers.

Groundwater Applications Groundwater applications represent more than three quarters of all incoming applications requiring an initial review. Only three percent of groundwater applications were processed within 45 days during 2012-13, whereas overall for 2013-2014, 18 percent were completed in the desired timeframe. For the second half of 2013-2014, the percent of groundwater initial reviews completed within 45 days was 34 percent, despite staff also processing more than 80 drought applications (not counted in this KPM). Part of this increase may be attributed to staffing discussed above; however, part of the gains may also be due to Departmental process improvement efforts that were undertaken in late 2013. Staff met and identified immediate and future steps that could be taken to streamline the groundwater review process and reduce processing times.

Despite this, there are a number of challenges in meeting the 45-day initial review target for groundwater applications. The primary factor in processing times comes from the time necessary to obtain a technical review of groundwater applications. In 2013, the Legislature approved two new NRS 2 hydrogeologists; however, the Department had two NRS 4 hydrogeologists retire. Due to the technical nature of the evaluations, it takes approximately three years to train junior staff on application reviews.

The average time to complete the initial review for groundwater applications remained stable since the prior year, retaining the reductions in average processing time from 240 days in 2006-07 down to 140 days in 2013-14. In the meantime, the complexity of reviews continues to increase. Groundwater applications require a technical analysis by a qualified hydrogeologist, which must be completed before the Department can make initial determinations. This requires more time to complete the initial review for groundwater applications. Some applications also require complex mitigation offsets that require extensive review and multiple meetings with stakeholders. Groundwater staff also spent substantial time during 2013 and 2014 responding to requests for groundwater limited licenses, drought permits, and requests for information in the Klamath Basin. (These activities lay outside of the work measured by this KPM.)

6. WHAT NEEDS TO BE DONE

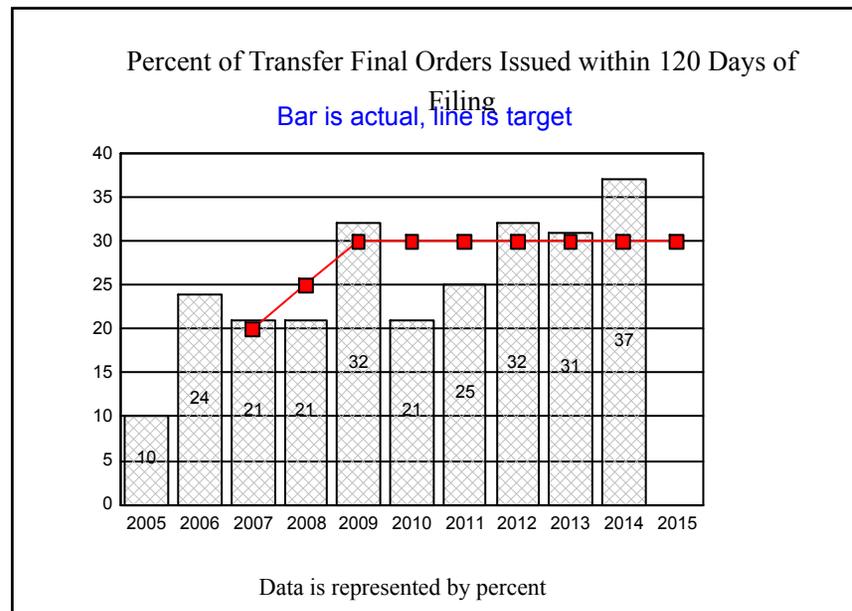
Surface Water Applications WRD had previously improved review time for surface-water applications by using technology to gather much of the necessary background information. Assuming the group of caseworkers remains relatively stable (i.e., average turnover rate), any further reductions in the time required will likely come from ongoing improvements in the use of information technology. WRD will continue to automate and systemize document generation and improve mapping software tools to contribute to improvement in the metric. In addition, we are currently filling two caseworker positions previously held vacant for budgetary reasons, which will likely provide substantial improvement for this KPM. Groundwater Applications Although the turnaround time for hydrogeological reviews (that serve as inputs to Initial Reviews) improved noticeably this year, the ability to get timely reviews continues to be a challenge in meeting this performance metric overall. The purpose of a groundwater review is to protect senior surface water and groundwater right holders. Those reviews are increasing in complexity, particularly when mitigation is involved, and any delay in obtaining the hydrogeological review that occurs before groundwater

applications can be processed makes the statutory 45-day requirement for issuance of an Initial Review very difficult to meet. Significant additional gains will likely come from increases in staff numbers or staff experience in the Groundwater Section. In late 2013, however, staff undertook an evaluation of the groundwater application review process and began implementing changes that will yield some efficiencies in initial reviews. Staff will continue to implement steps that were identified through this process. Additional groundwater staff authorized by the 2013 Legislature can help the Department make improvements in this area over the long-term as junior staff become trained in application reviews.

7. ABOUT THE DATA

The data are collected through application-specific workflow-tracking databases. The reporting cycle is the fiscal year.

KPM #11	PROMOTE EFFICIENCY IN TRANSFER APPLICATION PROCESSING - Percent of transfer final orders issued within 120 days of application filing.	2005
Goal	Ensure that the Department is operating efficiently and effectively and providing timely service to customers.	
Oregon Context	Agency Mission.	
Data Source	Department Maintained Database and Query.	
Owner	Transfer and Conservation Section, Water Rights Services Division, Dwight French, 503-986-0819	



1. OUR STRATEGY

Continue to streamline the processing of transfer applications, 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.

2. ABOUT THE TARGETS

The intent with this KPM is to increase the percentage. The goal is to be able to begin work on processing a transfer application as soon as it is submitted, and to be able to move it through the steps of the process required by administrative rule without delay, except during periods when the Department is waiting for submission of documentation by the applicant. The 120-day target represents the average minimum time necessary to review an application for a water right transfer, given the public notice requirements for a mix of types of transfers, and the necessity of a thorough review to ensure that other water users are not injured by the proposed change.

3. HOW WE ARE DOING

The Department has had a large, but shrinking backlog of transfer applications, dating as far back as 1993. A focus on reducing the number of pending transfer applications (268 as of June 30, 2014) has helped to make progress on this KPM. Our goal is to reduce the number of pending applications to less than 200, at which point staff will be able to take on processing of new applications as soon as they are filed. The Department received 216 transfer applications during the reporting period and processed 178 pending applications. During the entire reporting period, 37 percent of pending transfers receiving final orders were finished within 120 days of the application filing date, exceeding the KPM target despite the loss of one full-time person for six months.

4. HOW WE COMPARE

All states in our region are striving to reduce backlogs and improve processing times in spite of tight budgets and staff reductions. Oregon appears to compare favorably with neighboring states in addressing and resolving these issues. Washington budget cuts in recent years had reduced processing staff by 25 percent, causing the backlog of applications for changes to water rights to grow to 1,200. However, with use of the Lean process to improve efficiency, 297 "change" applications were processed in FY 2012, while 243 new applications were filed, reversing the trend. Idaho received 209 transfer applications and resolved 290 during FY 2012, leaving a backlog of 120 (down from 524 in September 2007). However, Idaho's progress has come at a cost, because prioritizing the work of a small staff in favor of transfers has resulted in increased backlogs in other program areas. Montana's new process for reviewing water right and permit changes instituted in 2009 is quite similar to Oregon's. It requires the identification of any deficiencies within 180 days of receipt of an application, and then issuance of a Preliminary Determination within 120 days of determining the application is correct and complete. Montana also experienced a decrease in applications for changes to water rights in the last few years and had a backlog of 65 applications as of August 2011.

5. FACTORS AFFECTING RESULTS

During the 1990s, the Department developed a significant backlog of pending transfer applications (reaching a high of 760), partly due to the number of incomplete and incorrect applications that were filed. During that time period, the Department focused efforts on reviewing the more straightforward applications, with the more complex transfers falling further behind. This caused the average time from receipt of an application to issuance of the final order to increase. As the backlog is further reduced, the percentage of final orders that can be issued within 120 days of filing will increase. In 2009-2010, the Department analyzed the causes of delay in processing, and as a result, streamlined the work process and re-designed the application forms to make the forms more user-friendly. This has resulted in fewer application deficiencies, which increases the chances that a new application can be processed within 120 days once a staff person begins the review. As the backlog drops near the 200 level, staff are processing as many new applications as possible within 120 days, while at the same time continuing to finish processing the older applications.

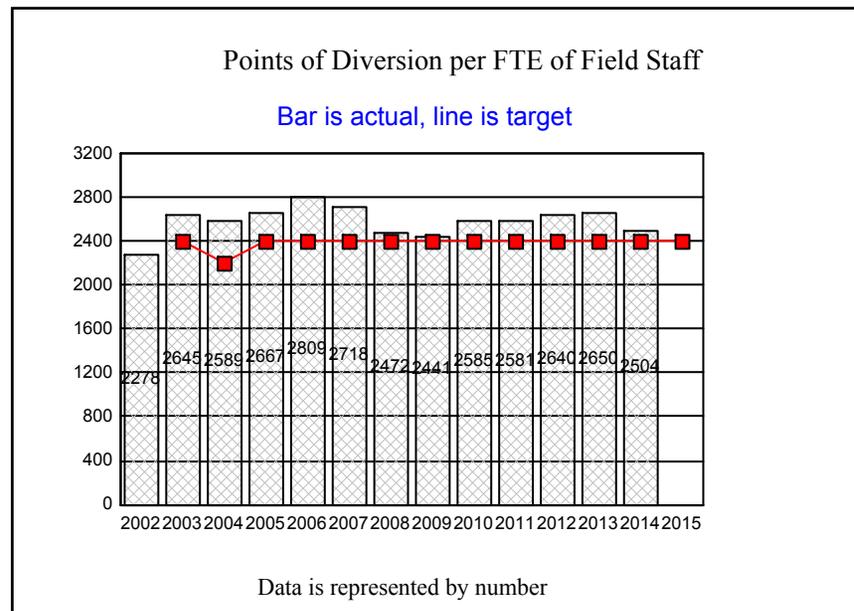
6. WHAT NEEDS TO BE DONE

In addition to striving to get the backlog down below 200, the Department will continue efforts to educate consultants and certified water right examiners about transfer map and application requirements. We strive to identify and remedy application deficiencies at the time of filing and streamline the processing of transfer applications. Technical staff continue to develop and test technological improvements that will allow us to more quickly and efficiently track changes to irrigation district rights, produce final order documents, and update the water rights database and electronic maps.

7. ABOUT THE DATA

The reporting cycle is the Oregon fiscal year. Data are based on inputs to the Department's Water Rights Information System that are accessed through existing report programs. We continue to modify our data systems to provide better tools for accessing and analyzing data and allowing increased public access to information about water right transfer applications.

KPM #12	PROMOTE EFFICIENCY IN FIELD STAFF REGULATORY ACTIVITIES - Number of places where water is legally taken out of stream and used (points of diversion) per FTE of field staff.	2002
Goal	Ensure that the Department can manage the state's water resources effectively.	
Oregon Context	Agency Mission.	
Data Source	Monthly Statistical Report.	
Owner	Field Services Division, Doug Woodcock 503-986-0878	



1. OUR STRATEGY

Ensure adequate field staffing, since maintaining a high level of compliance relies on having a field presence. 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 water management. We also work with local

governments and other partners to secure funding for assistant watermasters.

2. ABOUT THE TARGETS

The goal is to decrease the ratio. This target is a workload indicator for managing the state's water resources. Our desire is to reduce the number of points of diversion (PODs) that must be monitored for each FTE of field staff, so we can effectively manage the state's water resources. A lower number indicates a higher probability of being able to manage the state's water resources effectively.

3. HOW WE ARE DOING

The performance target is to reduce the number of PODs administered by each field staff in order to effectively manage the state's water resources. Data reported from 2003 to 2007 indicated that we were not meeting our goal, as new water rights were issued and staff resources declined. In 2008 and 2009, the Department moved closer to achieving its goal for this performance measure. However, for 2010 through 2013 we again lost ground compared to gains observed in previous years, as several field staff were eliminated in the 2009-2011 legislatively adopted budget. Positions gained in the 2013-2015 legislative session provided a decrease in the ratio for 2014, edging the Department toward the goal of 2,400 PODs per field staff.

4. HOW WE COMPARE

This KPM is unique to our agency and is not readily compared to other state agencies or the private sector.

5. FACTORS AFFECTING RESULTS

The number of water rights administered per FTE increases when new water rights are issued or in some instances, when water right transfers are completed. These increases drive up the number of PODs associated with each field staff FTE. Conversely, the additional staffing capacity provided by the 2013 Legislature provided much needed resources and helped lower this ratio.

6. WHAT NEEDS TO BE DONE

Hiring additional staff is necessary to decrease the ratio and meet this KPM.

7. ABOUT THE DATA

The reporting cycle is the water year (October 1 to September 30). These data are compiled annually at the beginning of the water year.

KPM #13 INCREASE WATER USE REPORTING

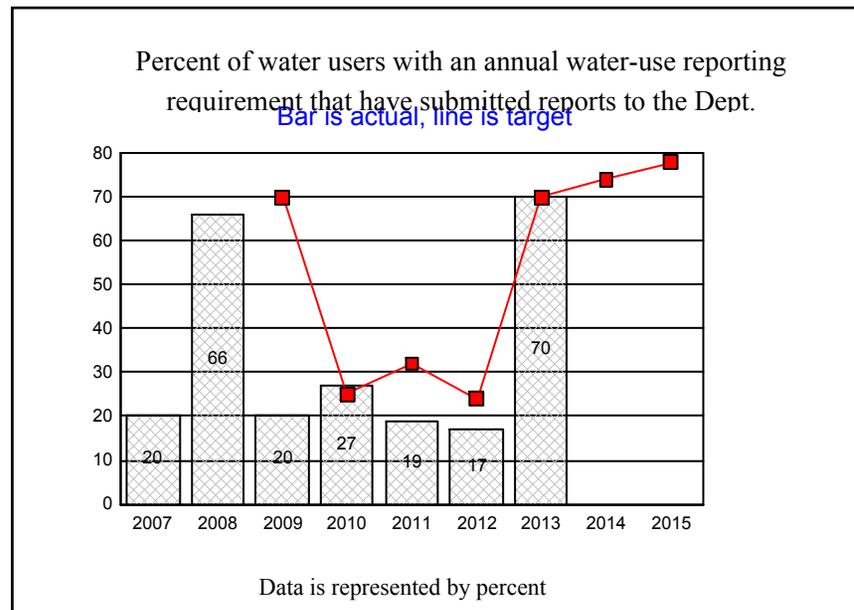
2009

Goal To ensure that all required water-use reports are submitted as measured by the percent of water users with an annual water-use reporting requirement that have submitted their reports to the Department.

Oregon Context Agency Mission.

Data Source Water-use reporting database.

Owner Technical Services Division, Brenda Bateman, 503-986-0879



1. OUR STRATEGY

Water-use reporting is required by statute for public entities, and may also be issued as a condition of newer water right permits. The Department maintains an online reporting system and encourages water use reporters to enter their data via this interface. Water use data are publicly available and are used for future

water planning and protection of streamflow by Department staff, individual water users, and public, private and non-governmental organizations. In September 2013, after the Department's water use reporting position was funded and filled, staff mailed an annual reminder with the appropriate forms and instructions for recording and entering water use information online or in hardcopy, and then followed up with a reminder letter or personal phone call as necessary.

2. ABOUT THE TARGETS

Legislative targets are to "increase the percent reporting by 5 percent each year." OWRD interprets this as an increase of 5 percent of the previous year's achievement. The budget reinstates funding for this position; therefore the target for 2013 was reset by the Legislative Fiscal Office to 69 percent. This is commensurate with results when the position was filled in 2008. Subsequently, the target for 2014 is 74 percent.

3. HOW WE ARE DOING

The 2007 water year is used as the beginning year for comparison. During 2007, the Department had no Water Use Reporting Coordinator because of budget constraints, and received 20 percent of required reports. In 2008, a Water Use Reporting Coordinator was re-authorized and raised reporting results to 65.5 percent. This was accomplished through reminder mailings, phone calls, and technical support to reporting entities. In the 2009-11 budget, the Water Use Reporting Coordinator position was legislatively eliminated. The percent of reports received subsequently returned to 20 percent for the 2009 water year, 27 percent for the 2010 water year, 19 percent for the 2011 water year, and 17 percent for the 2012 water year. With funding and the re-establishment of the water use reporting position in 2013, 70 percent compliance was achieved.

4. HOW WE COMPARE

This KPM is unique to the Department and does not readily compare to other state agency or private sector activities.

5. FACTORS AFFECTING RESULTS

Budget reductions in the 09-11 biennial budget eliminated the Water Use Reporting Coordinator position, which is critical to the success of this program. Loss of this position had also reduced the Department's ability to send reminder letters, as well as process reports that are submitted. The Department's online reporting system helped, but there was only limited technical assistance available for new customers or those with questions. Re-establishing the position has allowed customers to receive reminders, technical assistance, and prompt customer service responses. Upgrades were also made to the online reporting program, which has helped customers who were trying to submit and/or use the data.

6. WHAT NEEDS TO BE DONE

Historically, the compliance rate with reporting requirements has declined during periods without staff to send reminder letters and provide customer assistance . Reinstating this position has provided necessary staffing to conduct outreach to water users required to report, perform quality checks of submitted data, provide technical assistance, and analyze water use. Maintaining funding for this position is vital in supporting this function

7. ABOUT THE DATA

The reporting cycle is the water year (October 1 - September 30) with reports due by the end of the calendar year. Reports are available from the Department's website.

KPM #14	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent” in overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.	2005
Goal	Ensure that the Department is providing excellent customer service.	
Oregon Context	Agency Mission.	
Data Source	Data collected from sample of WRD customers who had received final decisions within the past fiscal year.	
Owner	Agency-wide: Racquel Rancier, Senior Policy Coordinator, 503-986-0828	



1. OUR STRATEGY

Conduct biennial customer service surveys, review results, determine actions to make improvements where needed.

2. ABOUT THE TARGETS

The goal is to increase the percentages. This is a biennial survey, and this is the fifth time the Department has used the same questions and format. The targets for future years are based on the 2006 ratings, with the goal of improving the percentage of customers rating WRD services as “good” or “excellent” for each category of service.

3. HOW WE ARE DOING

Timeliness was again rated the lowest in comparison to the other categories, with 65 percent of respondents rating service as good or excellent. This is a three percent improvement since the last survey. Eighty-three percent of customers surveyed rated WRD’s overall services as good or excellent in Fiscal Year 2013-14. “Helpfulness” is the most highly rated individual service provided. Ninety percent of respondents rated “helpfulness” as good or excellent, followed by expertise (88%), accuracy (86%), and availability of information (81%). Open-ended questions, designed to gather more detail about the above categories, yielded comments that support the quantitative findings. As described by one respondent, "Other than slow, it was a great experience." This reflects the general sentiment of many of the responses, with the vast majority of comments focused on the continued need for timely processing. Several respondents noted dissatisfaction with fees and finding information on the website. Many of the positive comments focused on a professional staff and good service.

4. HOW WE COMPARE

The Department's customer service scores are competitive, with other natural resources agencies, with the exception of timeliness, where the Water Resources Department generally received lower scores than many of the other agencies.

5. FACTORS AFFECTING RESULTS

As discussed in other performance measures, WRD has been upgrading and improving the various services our agency provides. As these improvements expand across program areas, we anticipate overall ratings and timeliness ratings to continue to improve. We recognize that timeliness is the biggest area of concern among customers and that a low rating in providing this service decreases the overall rating. In particular, we have been working diligently to improve efficiency as well as eliminate backlogs in pending permit, certificate, and transfer applications. Timeliness is also addressed in recent improvements to other performance measures (see KPMs #10 and 11), and we anticipate speedier processing of applications in the future. The Department has also been developing a database of questions asked by customers and the associated responses to allow staff to more efficiently and accurately identify the correct responses in the future. The Department continues to undertake process improvement efforts; however, our ability to provide quality and timely service is dependent on having sufficient review staff and budget resources. Another factor to note is that only customers who had received a final decision from the Department were surveyed, leaving the opinion of other stakeholders unaccounted for in this survey. There are water users who interact with and receive services from the agency who were not part of this survey.

6. WHAT NEEDS TO BE DONE

WRD is committed to increasing the percentage of customers rating our services as good or excellent in all areas, but particularly in the areas of concern. As mentioned in previous performance measures, we have been working for the past several years on improving various program areas that have had service delays, and will continue to do so. With limited staffing and budget resources, we continue to look for additional ways to utilize technology and improve processes to provide more timely results. WRD continues to strive for greater customer satisfaction among our water users.

7. ABOUT THE DATA

- a) Survey Name..... OWRD Biennial Customer Service Survey
- b) Surveyor..... Water Resources Department Director’s Office
- c) Date Last Conducted..... June 26, 2014 - July 22, 2014; the next survey is scheduled for 2016.
- d) Population..... Customers who had received a final decision from WRD (including transfers, permit amendments, instream leases, water right permits, permit extensions, and water right certificates) during the 2013-14 fiscal year.
- e) Sampling Frame..... Customers who received a final decision during 2013-14, who also provided phone numbers or email addresses.
- f) Sample Characteristics..... Sample Size = 478; Responses = 174; Response Rate = 36 percent
- g) Weighting:..... Single survey, no weighting required.

WATER RESOURCES DEPARTMENT	III. USING PERFORMANCE DATA
-----------------------------------	------------------------------------

Agency Mission: To serve the public by practicing and promoting responsible water management.

Contact: Racquel Rancier, Senior Policy Coordinator	Contact Phone: 503-986-0828
--	------------------------------------

Alternate: Thomas J. Paul, Acting Director	Alternate Phone: 503-986-0882
---	--------------------------------------

The following questions indicate how performance measures and data are used for management and accountability purposes.

<p>1. INCLUSIVITY</p>	<p>* Staff: 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.</p> <p>* Elected Officials: In 2005, the Department first presented its performance measures to the Natural Resources Subcommittee of the Ways and Means Committee. Since then, the Department has continued to work with the Subcommittee to add new measures and modify measures.</p> <p>* Stakeholders: [See below.]</p> <p>* Citizens: The Department did not work directly with stakeholders and citizens in developing its performance measures, but is interested in looking for opportunities as additional measures are created and existing measures are modified.</p>
<p>2 MANAGING FOR RESULTS</p>	<p>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 our resources. Our measures have also been useful at the individual staff level. For instance, in response to 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. For example, 690-9 through 690-11 provide valuable information on workload trends in key program areas. As we track progress for these and other KPMS, we continue to look for ways to expedite and streamline our activities. Over the years, the Department has continued to develop new automated tools for tracking progress on water right and transfers applications and to aid staff in preparing agency decision documents. The Department also continues to undertake process improvement efforts, in part, based on KPM performance.</p>
<p>3 STAFF TRAINING</p>	<p>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. During the past few years, senior staff members have visited with their counterparts in other agencies to share more about successful operational streamlining</p>

techniques. During 2009, two Divisions, the Water Rights Administrative Division and the Field Services Division worked with outside consultants using the "Lean Kaizen" process to identify and implement more efficient processes. In addition, a Process Efficiency Review Group, comprised of Department customers, compiled a set of recommendations to improve customer service and transactions. In the same vein, other agency programs plan to conduct similar, but more abbreviated exercises to achieve efficiency results. For example, in late 2013, Technical Services Division staff conducted an evaluation of the groundwater application review process. The Department regularly seeks out training opportunities through iLearn and professional associations in order to improve staff skills and expertise.

4 COMMUNICATING RESULTS

* **Staff:** As the Department completes its annual performance measures report, managers provide the information to staff internally and also schedule time to summarize the information at regularly scheduled staff meetings. Presentation of these results gives staff and managers an opportunity to reflect on the results of the prior year and identify ways to improve performance over the next year. The Department also presents the results annually to the Water Resources Commission for input.

* **Elected Officials:** The Department anticipates that it will present the results of its performance measures as part of its budget presentation to the Ways and Means Committee during the 2015 Legislative Session.

* **Stakeholders:** [See below.]

* **Citizens:** The Department has created a web page entitled "Agency Performance Measures." 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: <http://www.wrd.state.or.us/OWRD/law/performance.shtml>. 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. The website contains links to the Department's current and previous performance measurement reports. In addition, the Department provides progress updates to the Water Resources Commission on KPM and other internal performance metrics. This information is available to the public and stakeholders on our website.