

# **WATER RESOURCES DEPARTMENT**

## **Annual Performance Progress Report (APPR) for Fiscal Year (2014-2015)**

Original Submission Date: 2015

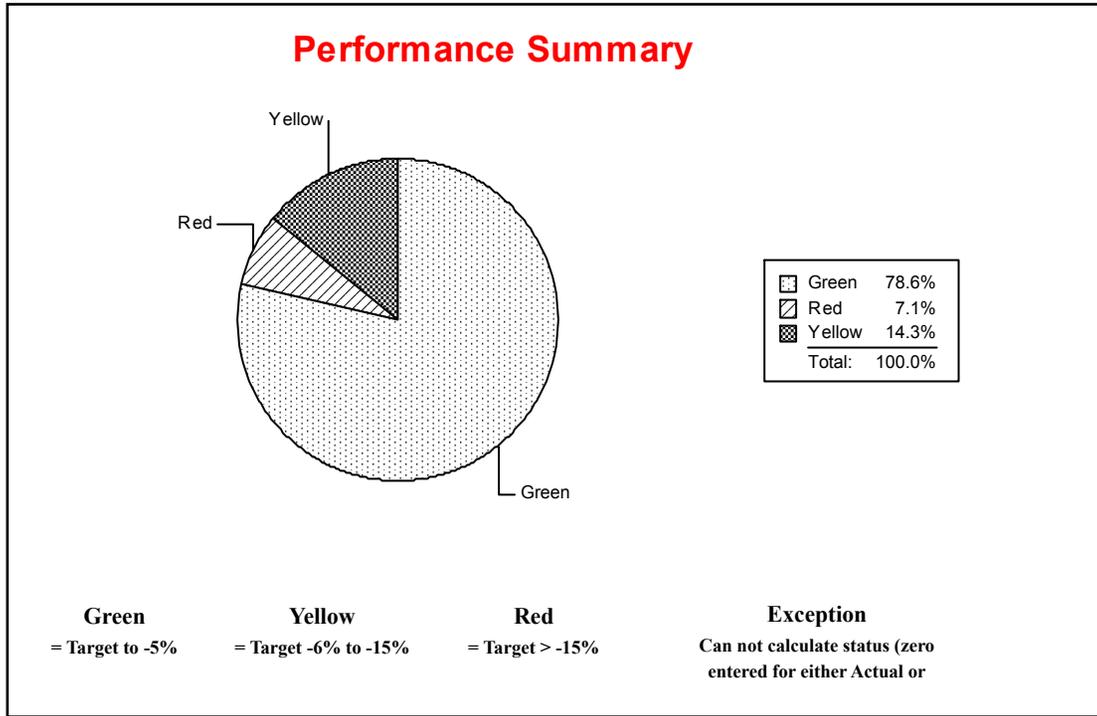
Finalize Date: 9/30/2015

2014-2015 KPM #	2014-2015 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	NUMBER OF SIGNIFICANT DIVERSIONS WITH MEASUREMENT DEVICES INSTALLED - To fully implement the Water Resources Commission's 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 - the percent of water users with an annual water-use reporting requirement that have submitted their reports to the Department.

2014-2015 KPM #	2014-2015 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.

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

<b>WATER RESOURCES DEPARTMENT</b>	<b>I. EXECUTIVE SUMMARY</b>
<b>Agency Mission:</b> To serve the public by practicing and promoting responsible water management.	
<b>Contact:</b> Racquel Rancier, Senior Policy Coordinator	<b>Contact Phone:</b> 503-986-0828
<b>Alternate:</b> Thomas M. Byler, Director	<b>Alternate Phone:</b> 503-986-0910



**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, drought response, hydroelectric licensing and relicensing programs, implementation of the Integrated Water Resources Strategy, or water supply development efforts.

**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 doctrine of prior appropriation, that is "first in time, first in right". In times when there is insufficient water to satisfy all water rights, 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), 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 Association of Nurseries, Oregon Cattlemen Association, Oregon Farm Bureau, and Water for Life. Partners also include individual cities, counties, and irrigation districts; the Association of Oregon Counties, Oregon Association of Water Utilities, Central Oregon Cities Organization, Oregon Environmental Council, League of Oregon Cities, Oregon Water Resources Congress, Oregon Water Utilities Council, and Special Districts Association of Oregon. The Department works closely with its conservation partners such as Deschutes River Conservancy, Klamath Basin Rangeland Trust, The Freshwater Trust, The Nature Conservancy, Oregon Council of Trout Unlimited, the Oregon League of Conservation Voters, the Walla Walla Watershed Alliance, WaterWatch of Oregon, 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 2014 report, while a few have experienced challenges (KPM #10 and #11). KPM #2 and #3 were not at or exceeding the targets in the 2014 report, but are now exceeding the targets in 2015. Others that received additional funding resources from the 2013 Legislature are also exceeding the targets (such as KPM #4 and KPM #5). KPM #690-14 will be updated in 2016, when the Department conducts its biennial Customer Service survey.

KPMs AT or EXCEEDING target achievement:

- KPM #690-1 - Flow Restoration
- KPM #690-2 - Protection of Instream Water Rights
- KPM #690-3 - Monitor Compliance
- 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 #690-9 - Promote Efficiency in WMCP Reviews
- KPM #690-13 - Increase Water Use Reporting

KPMs NOT MEETING targets, but TRENDING TOWARD:

- KPM #690-8 - Water Measurement
- KPM #690-12 - Promote Efficiency in Field Staff Regulatory Activities

KPMs NOT MEETING targets and TRENDING AWAY:

- KPM# 690-10 - Promote Efficiency in Water Right Application Processing
- KPM #690-11 - Promote Efficiency in Transfer Application Processing

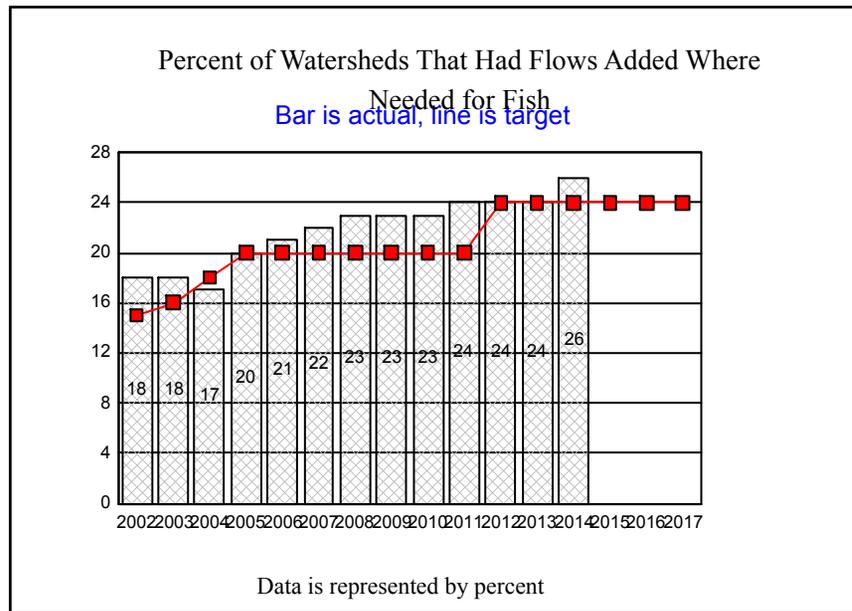
#### **4. CHALLENGES**

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. The 2015 drought resulted in conditions similar to what is predicted Oregon's climate will be like in the future. During 2015, field staff saw an increase in calls for water including areas that typically do not require regulation. Drought response required significant staff time in several of the Department's divisions. To help address Oregon's water challenges, Oregon's 2012 Integrated Water Resources Strategy, provides a blueprint for the state and its partners to better understand and meet Oregon's water resource needs. Achieving our performance targets in several key areas remains challenging, given resource limitations.

#### **5. RESOURCES AND EFFICIENCY**

The Department's 2015-2017 legislatively approved budget includes \$29,622,753 in General Fund, \$1,302,403 in Federal Funds, \$13,469,293 in Other Funds (including fees), and \$60,476,515 in Other Funds for grants and loans to help individuals and communities develop water resource solutions. The Legislature also increased the Department's staffing resources for 2015-2017, primarily focusing on providing the Department with the capacity to help support communities and individuals in understanding their water resources needs and challenges, as well as identifying and implementing solutions.

<b>KPM #1</b>	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
<b>Goal</b>	Increase voluntary streamflow restoration to meet instream flow needs.	
<b>Oregon Context</b>	Agency Mission and OMB 80: Percentage of key streams meeting minimum flow rights. IWRS Action 11B: Develop additional instream protections.	
<b>Data Source</b>	Department Maintained Database and Monthly Statistical Reports.	
<b>Owner</b>	Water Right 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's Program, The Nature Conservancy, irrigation districts, and other 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. In 2014, 26 percent of watersheds had flows added, where needed, for fish, meeting the 24 percent target. Cumulatively, by the end of 2014, the Department had protected a total of 1,792 cubic feet per second (cfs). This total is comprised of the following: 1) leases 450 cfs; 2) transfers 362 cfs; 3) allocations of conserved water 180 cfs; and 4) converted hydroelectric rights 800 cfs. In the first six months of 2015, the number had already reached 27 percent.

## 4. HOW WE COMPARE

As of December 31, 2014, approximately 1,792 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 conducted by the Department in 2009 showed at the time that Oregon leads Washington, Idaho, and Montana in streamflow restoration by a large margin. Based on the July 2009 survey, 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. The Department is in the process of updating this comparison.

## 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 51 percent of Oregon's flow restoration transactions involve a third party such as The Freshwater Trust, Deschutes River Conservancy, or Klamath Basin Rangeland Trust. The remaining 49 percent

of flow restoration activities occur directly between the water right holder and the Department.

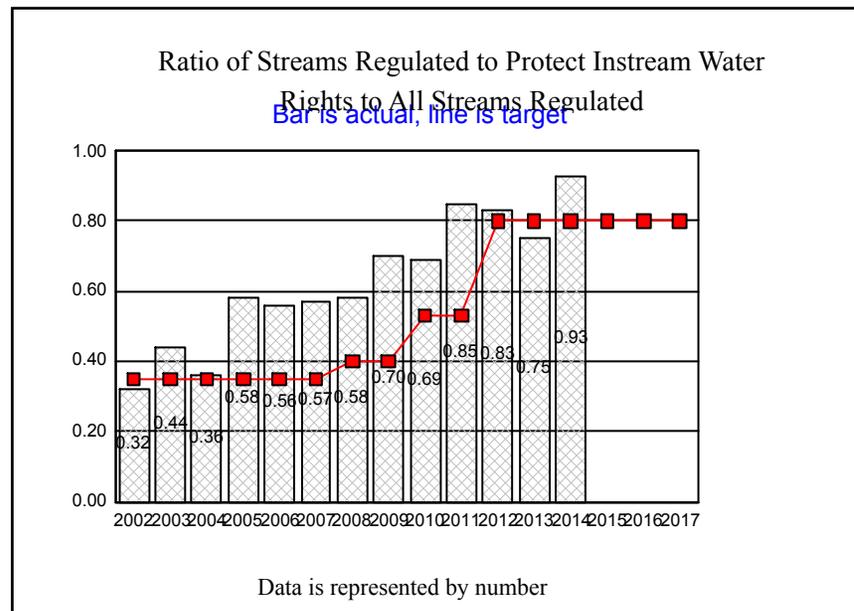
## **6. WHAT NEEDS TO BE DONE**

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. This report, published in September 2015, contains data through the end of calendar year 2014. 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.

<b>KPM #2</b>	PROTECTION OF INSTREAM WATER RIGHTS - Ratio of the streams regulated to protect instream water rights to all streams regulated.	2002
<b>Goal</b>	Regulate to protect instream water rights.	
<b>Oregon Context</b>	Agency Mission and OMB 80: Percentage of key streams meeting minimum flow rights.	
<b>Data Source</b>	Annual Field Activities Report.	
<b>Owner</b>	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 flows for 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

Watermasters report regulatory actions taken each year for each stream. Each of the regulatory actions are categorized by the intent of regulatory action. That is, an action is taken to "Protect Instream Water Rights," or "Shutoff Illegal Use and Protect Instream Rights," etc. At the time this KPM was developed, the goal was 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 goal was to set the target 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. As discussed below, the Department will be proposing targets before the 2017 Legislature to adjust how this measure is calculated.

## 3. HOW WE ARE DOING

Starting in 2009, the Department saw a substantial increase in the ratio of streams regulated with instream water rights. This was 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. In 2014, the ratio substantially increased over 2013, setting a record high of 93 percent. As a result, the Department reviewed how this target is being calculated (discussed below) and will be proposing revisions to this KPM in 2017.

## 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.

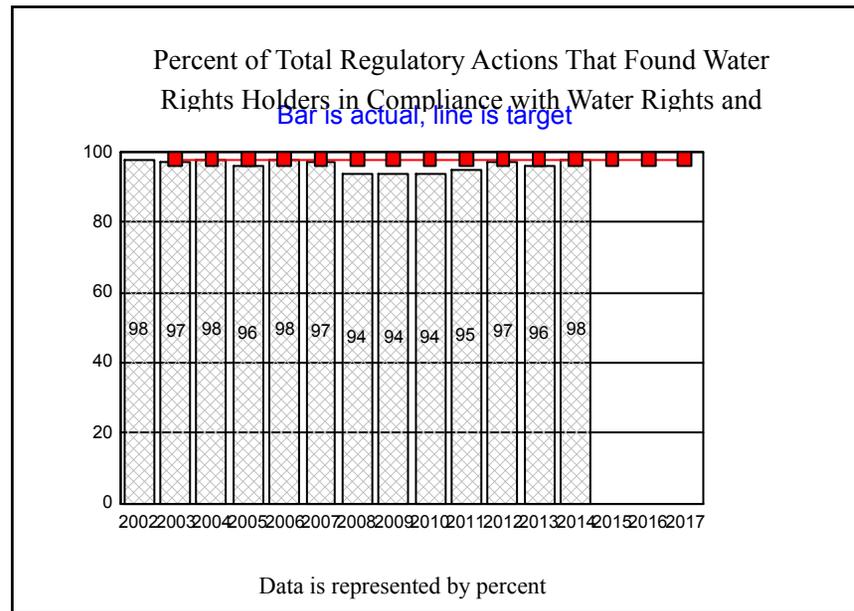
## 6. WHAT NEEDS TO BE DONE

Continue to promote the monitoring 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 September 2015, contains data through September 2014. 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 on regulation are presented to the Water Resource Commission each year with detailed information by watermaster district. Copies of these reports are made available on the agency website under Commission Staff Reports. In 2015, staff determined that the method for calculating the results and corresponding target needed to be revised. Under the current method of calculating this KPM, the number of regulations for instream water rights by category of regulation was divided by the number of total streams regulated. Under the proposed method, the number of streams regulated for instream water rights would be divided by the total number of streams regulated. The new approach means that while the trends stay the same (Department has seen an increase in regulation for instream water rights since 2002, with fluctuations based on the water year), the actual percent will be reduced. This would occur because the method of calculating the measure changed and would not indicate a change in protection of flows. Under the new approach to calculating this measure, the result for 2014 would be 57 percent. This makes sense since there should be natural limits to this ratio: if the percentage is 100, then all streams regulated would be for instream water rights and there would be no streams regulated for only senior out-of-stream rights. The Department will be seeking an adjustment to the target before the 2017 Legislature.

<b>KPM #3</b>	MONITOR COMPLIANCE - Percent of total regulatory actions that found water right holders in compliance with water rights and regulations.	2002
<b>Goal</b>	Actively enforce the state's water laws and policies. Increase the percent of total regulator actions that found water right holders in compliance. 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, statue, or order of the Department.	
<b>Oregon Context</b>	Agency Mission.	
<b>Data Source</b>	Annual Field Activities Report.	
<b>Owner</b>	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 seeks to obtain voluntary compliance from water users. Having an adequate field presence to educate water users about Oregon's water laws, as well as to perform field checks is critical to maintaining a high level of compliance. During this reporting period there were 20 state-funded watermasters, 10 locally-funded (full-time or part-time) assistant watermasters, and six 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 percentage indicates water users understand and support the distribution of limited water supplies under Oregon's water code, and trust the watermaster's knowledge, consistency, and integrity.

## **3. HOW WE ARE DOING**

In 2014, 16,545 regulatory actions were taken by field staff, and water right holders were in compliance in 98 percent of these cases. In 2013, the Department received funding from the Legislature to hire one new assistant watermaster. The 2013 Legislature also authorized an additional watermaster; however, this position was not hired until after this reporting period, so the outcome of this additional position will be reflected in the next KPM report. 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 maintain a high level 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**

The percentage can vary by a few points from year-to-year, based on water supply conditions, staffing resources, or economic factors. Weather 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

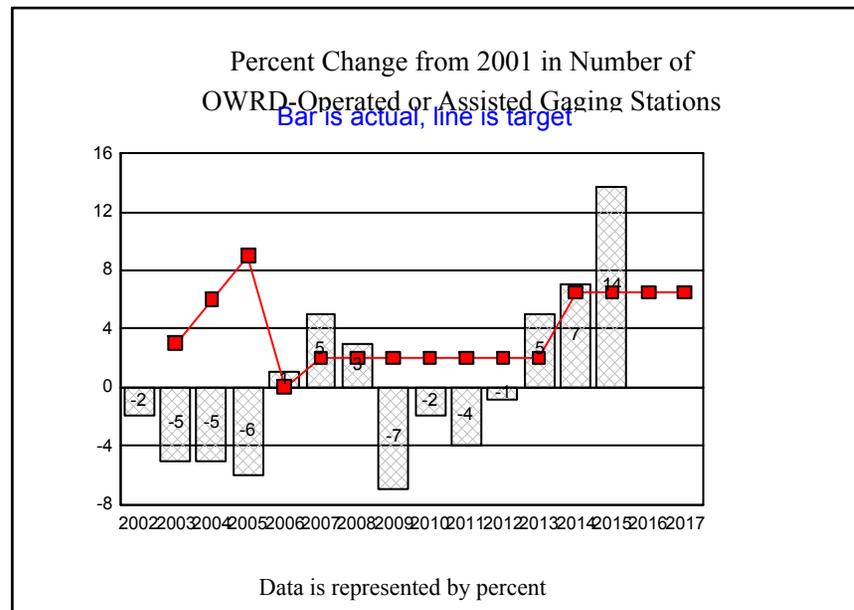
The Department needs to:

- (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.
- (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 and that watermasters can work with water users to ensure compliance with permit conditions through outreach and education.

## 7. ABOUT THE DATA

The reporting cycle is the water year (October 1 through September 30.) This report, published in September 2015, contains data through September 2014. 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.

<b>KPM #4</b>	STREAM FLOW GAGING - Percent change from 2001 in the number of WRD operated or assisted gauging stations.	2002
<b>Goal</b>	Increase our understanding of surface water resources and the demands on them by increasing the number of gaging stations.	
<b>Oregon Context</b>	Agency Mission. IWRS Action 1B: Improve water resource data collection and monitoring.	
<b>Data Source</b>	Monthly Statistical Report.	
<b>Owner</b>	Technical Services Division, Brenda Bateman, 503-986-0879	



**1. OUR STRATEGY**

The Department maintains a statewide network of gaging stations to understand and manage surface water resources. In addition, the Department cooperates with the U.S. Geological Survey, U.S. Bureau of Reclamation, and other stakeholders 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 in order 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 must 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 2014-2015, the Department added 20 gages and dropped 8, for a net gain of 12 gages compared to the previous year. Currently, the Department is operating a total of 249 gages, 13.7 percent higher than the 2001 benchmark. In 2014-15, three gages were added in the East Region for water management. Seven gages were added in the South Central Region to monitor tribal instream water rights and manage water in the Klamath Basin. Four more gages were added in South Central Region for water management and special projects. Six gages were added in the Southwest Region for water management.

## 4. HOW WE COMPARE

The U.S. Geological Survey (USGS), which maintains a similar network of gaging stations in Oregon, operates 258 stream gages currently. The USGS depends on local funding for the operation of many of these gages.

## 5. FACTORS AFFECTING RESULTS

The Department continues to face challenges in ensuring that it has a sufficient number of hydrographic technicians ("hydrotechs") to maintain the gage network and provide quality assurance.

## 6. WHAT NEEDS TO BE DONE

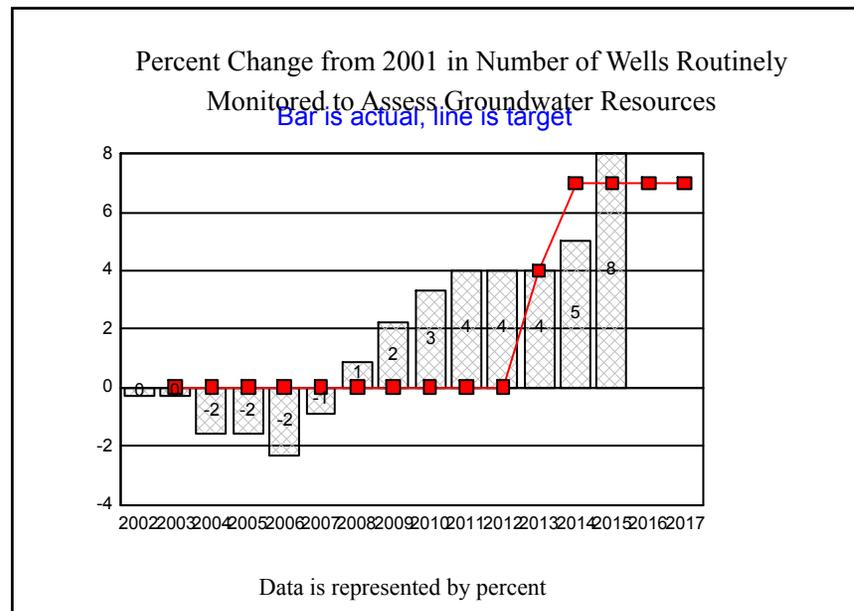
An evaluation conducted by WRD in 2010 identified the need for more real-time monitoring to effectively manage water in the face of growing demand and a limited supply. As part of the evaluation, locations were identified where additional stream gages would help watermasters distribute water for regulatory,

environmental, and logistical reasons. The Department needs to update the assessment of the hydrologic data network, and continue to coordinate with 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.

## **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](http://apps.wrd.state.or.us/apps/sw/hydro_near_real_time/Default.aspx)).

<b>KPM #5</b>	ASSESSING GROUND WATER RESOURCES - Percent change from 2001 in the number of wells routinely monitored to assess ground water resources.	2002
<b>Goal</b>	Increase our understanding of groundwater resources and the demands on them.	
<b>Oregon Context</b>	Agency Mission. IWRS Action 1A: Conduct additional groundwater investigations.	
<b>Data Source</b>	Groundwater Section Database.	
<b>Owner</b>	Technical Services Division, Brenda Bateman, 503-986-0879	



**1. OUR STRATEGY**

The Department maintains an observation well network through the state to track groundwater-level trends as a measure of groundwater in storage. This network ranges from wells equipped with dataloggers to wells that require periodic manual measurements. Wells equipped with dataloggers measure and

record groundwater levels every hour or two. The Department seeks to ensure adequate budget and staff to collect and analyze groundwater data from these observation wells, to archive the information 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 and is a measure of how well the Department is maintaining the State Observation Well Net across Oregon. 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. The 2013 Legislature increased targets for this KPM to seven percent above the baseline.

## 3. HOW WE ARE DOING

The 2001 benchmark is 350 wells. The year 2015 reflects an increase of ten wells since last year, taking the total State Observation Well Net to 378 wells. This is eight 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. For the 2013-15 biennium, the Legislature provided the Department with funds to drill 13 new state observation wells. Department hydrogeologists located the well sites, developed landowner access arrangements, and selected well drillers. The 13 wells were completed by June 2015, and have all been instrumented with dataloggers to collect high frequency groundwater level data. The net increase of 10 wells between 2014 and 2015 is a result of adding the 13 new wells and removing three older wells that can no longer be measured due to access issues.

## 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 approximately 100 wells in Oregon. The Department shares groundwater data with this federal agency.

## 5. FACTORS AFFECTING RESULTS

With the exception of the 13 new observation wells drilled by the Department, the state observation wells monitored by the Department are privately owned. Long-term access to wells is commonly an issue, as the Department must rely on well owners for access to the wells. As property changes hands, some owners discontinue their participation in the network, or wells fall into disrepair. In these cases, the Department tries to find or drill a suitable replacement well in the same general area. As a result, the number and location of state observation wells varies somewhat from year-to-year. Continuing to expand the network of dedicated observation wells drilled and owned by the State of Oregon will help ensure continued access to groundwater level data. The 2015 Legislature continued funding of new observation wells,

therefore, the Department should have the resources to drill new state-owned wells in the 2015-17 biennium.

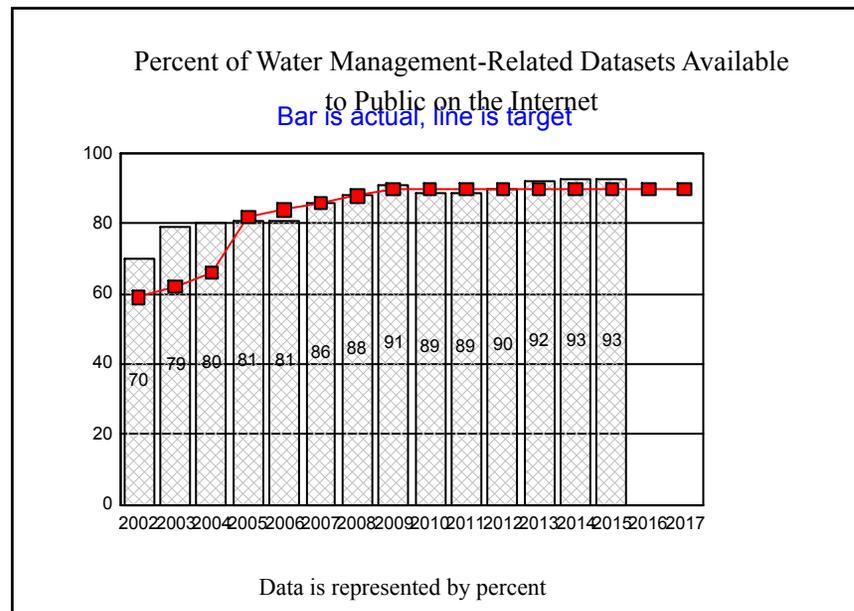
## **6. WHAT NEEDS TO BE DONE**

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 which runs from July 1, 2014 to June 30, 2015. The data reports wells from the state observation well net only. Monitoring and analyzing groundwater 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 groundwater-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.

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

For this reporting cycle, 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.

In 2015, the Department upgraded the Water Use Reporting application to display non-government entities, revamped the filing process by improving the web user interface, and making it easier to report, and developed the ability for entities with large reporting requirements to upload data via spreadsheet.

## 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. 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.

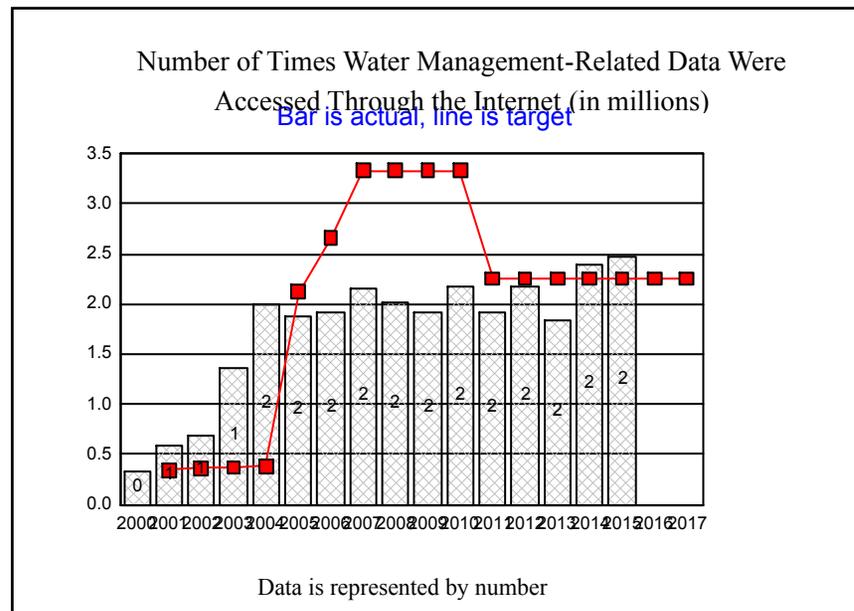
## 6. WHAT NEEDS TO BE DONE

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 reporting cycle is the prior calendar year.

<b>KPM #7</b>	EQUIP CITIZENS WITH INFORMATION - Number of times water management related data was accessed through the WRD's Internet site.	2000
<b>Goal</b>	Equip citizens with information to make and carry out local, basin, and regional development, management, and conservation water plans.	
<b>Oregon Context</b>	Agency Mission.	
<b>Data Source</b>	Monthly Statistical Report.	
<b>Owner</b>	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. 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. 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 demand on water resources continues to increase.

## 3. HOW WE ARE DOING

In 2015, the Department experienced more than 2.47 million hits on its website, exceeding the target. 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 were adjusted downward. Second, the Department 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 2014, 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 in 2014. In addition, in 2015, the Department expanded access to Near Real Time Stream Flow records to provide downloadable records to stakeholders such as USBR, USGS, and USACE. These stakeholders download data multiple times a day to populate their hydrographic data sets. This resulted in more than 1 million hits for 2015 which were not included in this KPM.

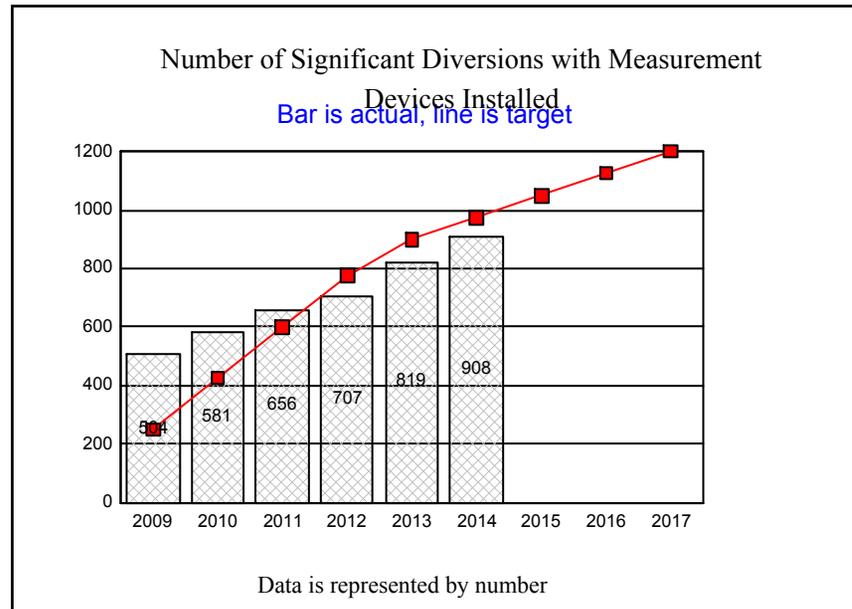
## **6. WHAT NEEDS TO BE DONE**

The Department needs to continue to improve the quality and accessibility of some existing datasets, while also making new data available to communities seeking to understand their resources; including those conducting place-based planning, adapting to climate change, responding to drought, and developing more supplies.

## **7. ABOUT THE DATA**

The reporting cycle is the fiscal year. The Department collects information from computer system logs to determine the number of "hits" received on our web page. This includes well log transactions, hydrographic records, water availability, water rights, and the document vault. 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 for these static web pages and 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.

<b>KPM #8</b>	NUMBER OF SIGNIFICANT DIVERSIONS WITH MEASUREMENT DEVICES INSTALLED - To fully implement the Water Resources Commission's 2000 Water Measurement Strategy	2009
<b>Goal</b>	Fully implement the Water Resources Commission's 2000 Water Measurement Strategy by increasing the number of significant diversions with measurement devices installed.	
<b>Oregon Context</b>	Agency Mission. IWRS Action 2B: Improve water use measurement and reporting.	
<b>Data Source</b>	Department Maintained Database.	
<b>Owner</b>	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 by "majoring 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). 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 Department tracks the cumulative total and annual number of devices installed or confirmed installed each calendar year. The original 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. In recognition of the Department's current staff resources and the need to work with private landowners, the 2015 Legislature published a new target of 75 measuring device installations per calendar year starting in 2016. While this target will continue to 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, this is more achievable goal that will still require significant effort to achieve. However, since the total number was not reduced in 2015 to reflect the Department's starting point, it will be difficult for the Department to meet the target in 2016 of 1,125 measurement devices installed.

## **3. HOW WE ARE DOING**

This KPM was created in 2009. This report includes progress through calendar year 2014. 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 908 measuring devices installed by end of calendar year 2014, which includes 89 devices installed or confirmed installed in 2014. In addition to the measurement devices

installed on significant diversions, staff have field checked and confirmed another 653 significant diversions that are either abandoned or are currently not in use. (This number will change with time, because a water user may go several years without using water and then irrigate for a season to preserve the water right. To do so requires the installation of a measuring device. When this happens, this significant diversion will move from the "not in use" category to the "devices installed" category.) Using the 653 as an estimate, leaves just over 800 of the original 2,385 significant diversions still needing measurement.

#### **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 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. The 2015 Legislature continued funding for the cost-share program.

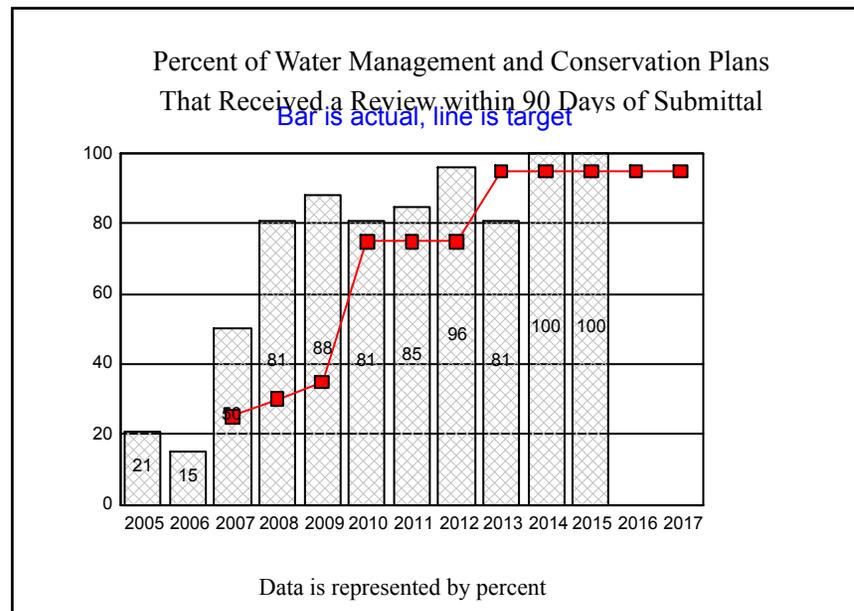
#### **6. WHAT NEEDS TO BE DONE**

The Department needs to continue working with landowners 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. Installation of measuring devices typically occurs before or after the irrigation season.

<b>KPM #9</b>	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
<b>Goal</b>	Ensure Department is operating efficiently and effectively and that Water Management and Conservation Plans are of high quality.	
<b>Oregon Context</b>	Agency Mission.	
<b>Data Source</b>	Department Maintained Database and Query.	
<b>Owner</b>	Water Right 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 maintain the current 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 plans facilitate water supply planning and encourage water conservation and efficient use of the state's water resources. For municipalities, the plans can also be linked to their ability to 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.

## **3. HOW WE ARE DOING**

For water management and conservation plans received by the Department with target dates for preliminary review between July 2014 and June 2015, 100 percent of the plans were reviewed within the 90-day goal. This is a continuation of the accomplishment achieved last year when staff first reached a 100 percent success rate with the KPM. The continued high 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. In addition, 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 planning for long-term water supply 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 to be updated every six years. The program is administered by the Department of Health, Office of Drinking Water. 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. It is hard to compare Oregon's reviews with these other states.

## **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, also available on the Department's web site. The Department also offers educational workshops that provide guidance for developing water management and conservation plans. In March 2015, the Department released an update of the Municipal Water Management and Conservation Plan Guidebook that provides better direction and guidance on elements that are consistently problematic or deficient in submitted plans. The updated municipal guidebook was developed with input provided by staff from League of Oregon Cities, Oregon Association of Water Utilities, and the 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.

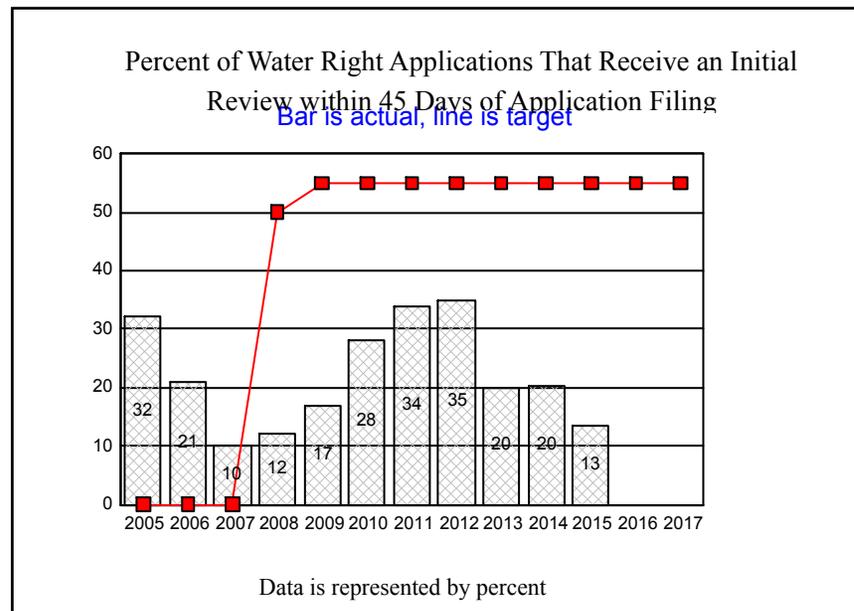
## **6. WHAT NEEDS TO BE DONE**

The Department surpassed its target and looks forward to doing so again in the future by continuing our education and outreach efforts. 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 2015 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 17.2 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.

<b>KPM #10</b>	PROMOTE EFFICIENCY IN WATER RIGHT APPLICATION PROCESSING - Percent of water right applications that receive an initial review within 45 days of application filing.	2005
<b>Goal</b>	Ensure Department is operating efficiently and effectively and providing timely service to customers.	
<b>Oregon Context</b>	Agency Mission.	
<b>Data Source</b>	Monthly Statistical Report.	
<b>Owner</b>	Water Right 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 receiving public input. Staff continue to identify ways to streamline processes by concurrently performing different processing steps, removing unnecessary steps, revising workflows, and

implementing technological improvements.

## 2. ABOUT THE TARGETS

The goal is to increase the percentage, the upper limit of which may be limited by the staff capacity allocated to the program. This measure is a proxy for the magnitude of the application backlog by measuring time to complete the first processing of applications (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. Delays in issuance may also result from the rapidly increasing complexity of both policy and the technical review required of certain transactions.

## 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 for storage and surface water applications has increased from a low of 10 percent in 2008 to 43 percent in 2014-15, with a 23 percent increase over the last reporting period. Timely initial reviews of groundwater applications (completed within 45 days) varied from 3 percent in 2012-13, to 18 percent in 2013-14, to 5 percent during 2014-15.

## 4. HOW WE COMPARE

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

## 5. FACTORS AFFECTING RESULTS

Storage and Surface Water ApplicationsThe processing times for storage and surface water applications were improved greatly by restoration of program stability via lower staff turnover in the relatively small group. These results reflect the importance of having a stable program budget for both application processing and retention of experienced caseworkers.

Groundwater ApplicationsFluctuations in the KPM for groundwater applications largely reflect variation in the demands on the Groundwater Section by a multitude of factors, including persistent drought (increased requests for drought permits and increased well-to-well interference complaints), staff turnover, involvement in legal challenges, steadily increasing complexity of permit reviews, a greater number of applications submitted due to the improving economy, and a number of special projects (Mosier Well Repair Program, Harney Basin Study, and Klamath Regulation). Filling positions vacated by retirements has stabilized the

program, which should allow improvement in the groundwater component of this KPM during upcoming reporting periods, after the training period is complete.

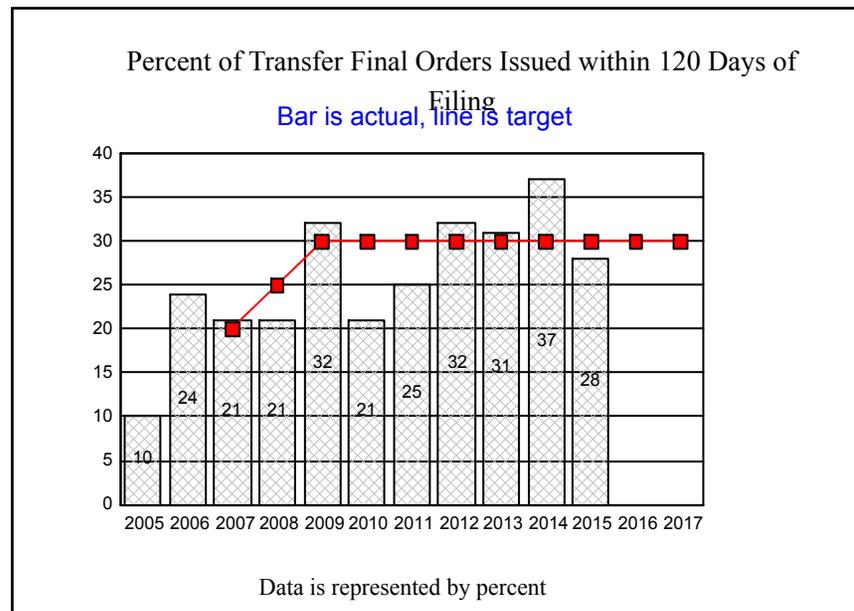
## 6. WHAT NEEDS TO BE DONE

Storage and Surface Water Applications Staff have begun to systematically document business processes, workflows, and decision criteria in greater detail, which should continue to yield improvement in this KPM during the upcoming reporting period. Although there is no need for additional staff for application processing, electronic systems for document generation and knowledge management are either aging, non-existent, or require attention. Groundwater Applications The demand for Department stewardship and management of groundwater is increasing very rapidly, thus additional resources are needed for the Groundwater Section for both operations and project oriented studies of individual groundwater basins. A critical need for greater capability in the Department's Information Services Division exists if technology is to be employed to further enhance productivity. Staff resources provided by the 2015 Legislature are a good start to addressing the lack of resources to meet demands on the Groundwater Section. In addition, weekly alerts to program managers have already been implemented and will help to track backlogs and priorities in the Groundwater Section.

## 7. ABOUT THE DATA

The reporting cycle is the fiscal year.

<b>KPM #11</b>	PROMOTE EFFICIENCY IN TRANSFER APPLICATION PROCESSING - Percent of transfer final orders issued within 120 days of application filing.	2005
<b>Goal</b>	Ensure that the Department is operating efficiently and effectively and providing timely service to customers.	
<b>Oregon Context</b>	Agency Mission.	
<b>Data Source</b>	Department Maintained Database and Query.	
<b>Owner</b>	Transfer and Conservation Section, Water Right 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 goal is to increase the percentage. The objective 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 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 (255 as of June 30, 2015) 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 majority of temporary transfers are able to be processed within the 120-day period. During the reporting period, there was a decrease in the number of temporary transfers filed, which led to a reduction in the percentage for performance on this KPM.

## 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 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 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. Staff are now processing as many new applications as possible within 120 days, while at the same time continuing to finish processing the older applications.

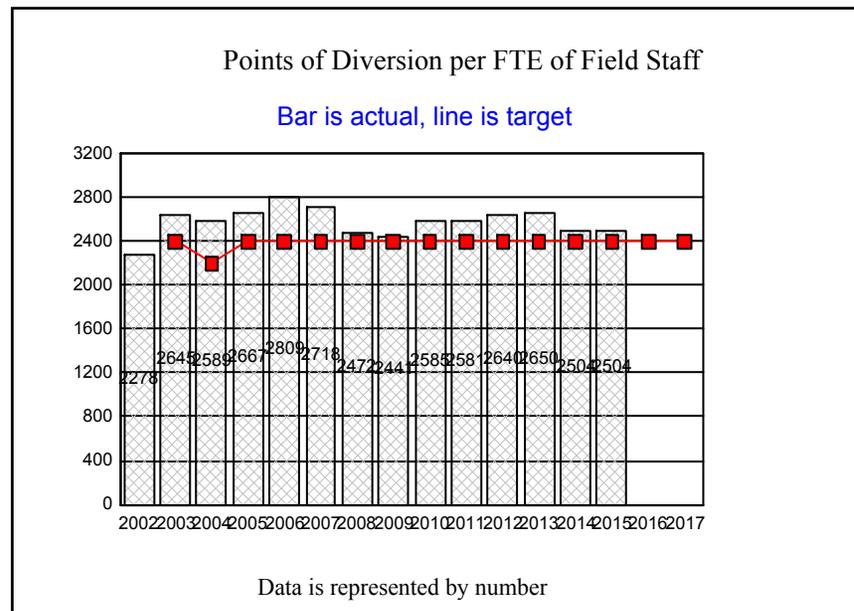
## **6. WHAT NEEDS TO BE DONE**

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.

<b>KPM #12</b>	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
<b>Goal</b>	Ensure that the Department can manage the state's water resources effectively.	
<b>Oregon Context</b>	Agency Mission.	
<b>Data Source</b>	Monthly Statistical Report.	
<b>Owner</b>	Field Services Division, Doug Woodcock 503-986-0878	



**1. OUR STRATEGY**

Ensure adequate field staffing, since maintaining a high level of compliance with Oregon's water laws 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 government 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 person 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 to 2,504 for 2014 and 2015, 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.

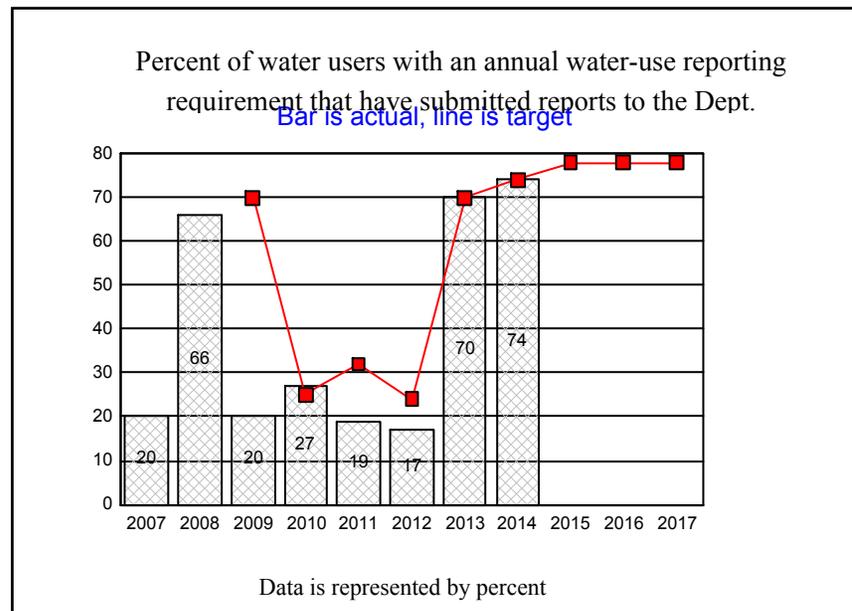
## 6. WHAT NEEDS TO BE DONE

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.

<b>KPM #13</b>	INCREASE WATER USE REPORTING - the percent of water users with an annual water-use reporting requirement that have submitted their reports to the Department.	2009
<b>Goal</b>	To ensure that all required water-use reports are submitted..	
<b>Oregon Context</b>	Agency Mission. IWRS Action 2B: Improve water use measurement and reporting.	
<b>Data Source</b>	Water-use reporting database.	
<b>Owner</b>	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 by

Department staff, individual water users, and public, private and non-governmental organizations for future water planning and protection of streamflow. In September 2014, 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 when necessary. It is the goal of the Department to continue to do this outreach every year going forward.

## **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. In 2013, funding for the Water Use Reporting Program Coordinator position was reinstated, 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**

In 2014, compliance of 74 percent was achieved, meeting the target.

## **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**

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 the required reports. In 2008, Program Coordinator was re-authorized and raised reporting results to 65 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. 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. 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. Re-establishing the position has allowed customers to receive reminders, technical assistance, and prompt customer service responses. Upgrades continue to be made to the online reporting program, which helps 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 - September) with reports due by the end of the calendar year. Reports are available from the Department's website.

<b>KPM #14</b>	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
<b>Goal</b>	Ensure that the Department is providing excellent customer service.	
<b>Oregon Context</b>	Agency Mission.	
<b>Data Source</b>	Data collected from sample of WRD customers who had received final decisions within the past fiscal year.	
<b>Owner</b>	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.

<b>WATER RESOURCES DEPARTMENT</b>	<b>III. USING PERFORMANCE DATA</b>
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**Agency Mission:** To serve the public by practicing and promoting responsible water management.

<b>Contact:</b> Racquel Rancier, Senior Policy Coordinator	<b>Contact Phone:</b> 503-986-0828
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<b>Alternate:</b> Thomas M. Byler, Director	<b>Alternate Phone:</b> 503-986-0910
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**The following questions indicate how performance measures and data are used for management and accountability purposes.**

<b>1. INCLUSIVITY</b>	<p>* <b>Staff:</b> 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>* <b>Elected Officials:</b> 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 or modify measures.</p> <p>* <b>Stakeholders:</b> [See below.]</p> <p>* <b>Citizens:</b> 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>
<b>2 MANAGING FOR RESULTS</b>	<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 KPM #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, KPM #9 through #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>
<b>3 STAFF TRAINING</b>	<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.
- \* **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 2017 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. 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.