WATER RESOURCES DEPARTMENT

Annual Performance Progress Report (APPR) for Fiscal Year (2008-2009)

Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2009

2008-2009 KPM #	2008-2009 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 GROUNDWATER 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.
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.

2008-2009 KPM #	2008-2009 Approved Key Performance Measures (KPMs)
13	PROMOTE EFFICIENCY IN ADMINISTRATIVE TRANSACTIONS - Number of administrative transactions processed per FTE.
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.

WATER RESOURCES DEPARTMENT	I. EXECUTIVE SUMMARY
Agency Mission: To serve the public by practicing and promoting responsible water management.	

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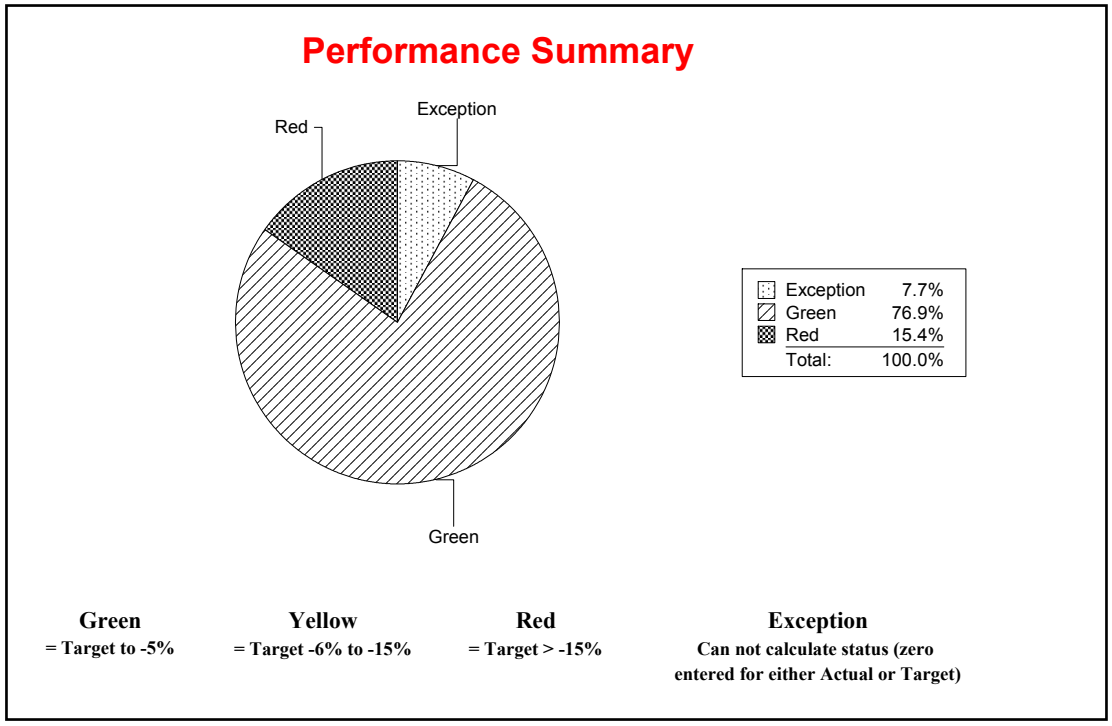


1. SCOPE OF REPORT

The Water Resources Department has 13 Key Performance Measures (KPMs). These performance measures cover agency programs related to: streamflow restoration, protection, and gaging; groundwater monitoring; and regulatory, administrative, and outreach actions. As a whole, our KPMs describe and track progress in the Departments key program areas. However, our KPMs do not track the Departments water right adjudication efforts and hydroelectric licensing and relicensing program. The Department tracks these programs through internal measures. These KPMs also do not track progress in the Departments water-use measurement and water-use reporting programs. The 2009 Legislature directed the Department to being reporting progress in these programs starting in 2011-13.

2. THE OREGON CONTEXT

The Water Resources Commission and Water Resources Department (WRD or the Department) are responsible for managing the surface and groundwater resources of the State. Managing the States 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. Six measures (690-1 through 690-5 and 690-12) relate to the practice and promotion of responsible water management, while seven measures (690-6 through 690-11 and 690-13 through 690-14) relate directly to customer service.Allocation and management of Oregons 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 beneficially 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 Oregons early settlement and economic development. The Department also issues water rights for protecting fish, minimizing the effects of pollution, or maintaining 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 79 tracks the percentage of key streams meeting minimum flow rights. Three 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). The importance of our agencys 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, and Oregon Association of Nurseries. Partners also include individual cities, counties, and irrigation districts, Association of Oregon Counties, 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 the Oregon Water Trust, the Deschutes River Conservancy, Klamath Rangeland Basin Trust, WaterWatch of Oregon, the Walla Walla Watershed Alliance, and individual watershed councils and groups. The Department also partners with tribes, federal agencies such as the US Geological Survey and Bureau of Reclamation, and other state natural resource agencies such as the Oregon Department of Fish and Wildlife, the Department of Environmental Quality, and the Oregon Watershed Enhancement Board.

3. PERFORMANCE SUMMARY

KPMs MAKING PROGRESS (at or trending toward target achievement:) include: KPM #690-1 - Flow Restoration, KPM #690-2 - Protection of Instream Water Rights; KPM #690-5 - Assessing Ground Water Resources; KPM #690-6 - Equip Citizens with Information; KPM #690-7 - Equip Citizens with Information; KPM #690-9 - Promote Efficiency in Water Management & Conservation Plan Reviews; KPM# 690-10 - Promote Efficiency in Water Right Application Processing; KPM #690-11 - Promote Efficiency in Transfer Application

Processing; KPM #690-12 - Promote Efficiency in Field Staff Regulatory Activities; and KPM #690-13 - Promote Efficiency in Administrative Transactions.KPMs NOT MAKING PROGRESS (not at or trending toward target achievement) include: KPM #690-3 - Monitor Compliance; KPM #690-4 - Streamflow gaging; and KPM #690-14 - Customer Service.NOTE: KPM #8 was deleted during the 2007 Legislative Session.

4. CHALLENGES

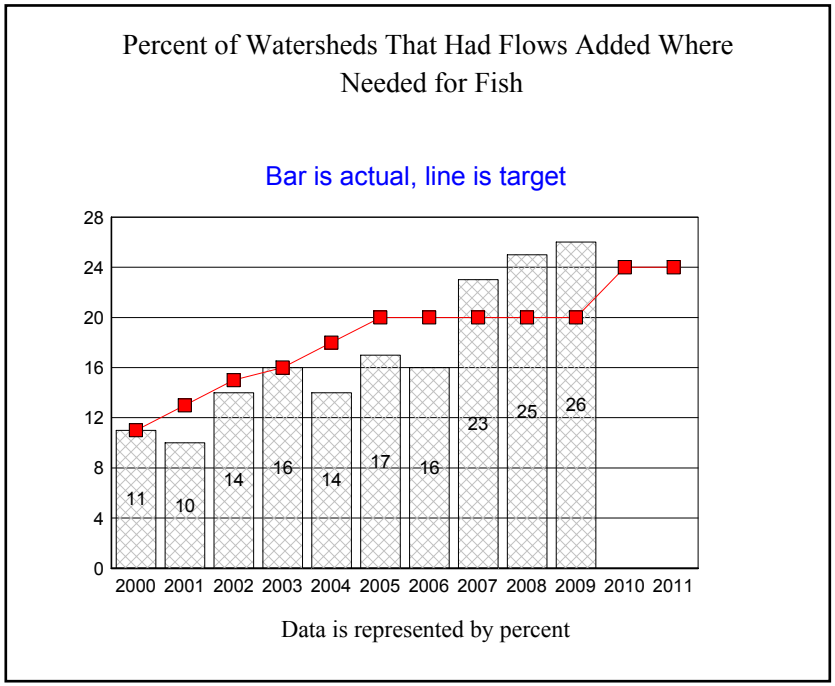
One of the states major economic and environmental challenges is providing adequate water supply to meet existing out-of-stream and instream needs as well as the needs of growing communities and industries. Surface waters in most of Oregon during non-winter months are fully appropriated by existing out-of-stream and instream uses. Groundwater resources are showing signs of overuse and are becoming unstable in many areas. There is also an increasing awareness of the hydraulic connection between groundwater and surface water in many locations. This means our Department must continue to collect data to better understand the impact of groundwater use on surface water resources and consider those impacts when allocating groundwater resources (reflected in 690-4 and 690-5). Increasing competition for water resources underscores the importance of meeting Oregons long-term water supply needs. Work on the Oregon Water Supply and Conservation Initiative (OWSCI), approved during the 2007 Legislative Session continued through June 2009, and the resulting data is helping WRD better understand the status of Oregons water resources. This Initiative compiled information regarding current and future water demands in Oregon, potential conservation projects, and potential water storage sites. It also provided cost-share for communities conducting regional water supply planning.Achieving our performance targets also remains challenging, given state budget limitations that affect the recruitment of technical staff. All of these challenges will influence our ability to meet performance targets for our measures in the future. To meet 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 2009-11 legislatively approved budget includes $21,035,526 in General Fund, $9,983,185 in Federal Funds, and $15,143,675 in Other Funds.Much of these other funds are pass through funds, destined for local communities, as they develop water resource solutions. In addition to the community planning monies mentioned above, the Department also provided funds to communities for the water supply, re-use, and conservation feasibility studies during 2008-09, resulting from SB 1069 (2008). The Department will continue to build upon these local funding opportunities with grant and loan funding authorized by HB 3369 (2009).There are five measures that track our Departments efficiency including measures to track the Departments processing time for review of water management and conservation plans (690-9), water right applications (690-10), and for water right transfers (690-11). Other efficiency measures quantify the workload of staff over time. For instance, 690-12 tracks the number of places where water is legally taken out of stream and used per FTE of field staff, and 690-13 tracks the number of administrative transactions process per FTE. To achieve our targets for efficiency measures, we have utilized technology to streamline processes and improve staff efficiency.The 2009-11 budget for the Water Resources Department provides relatively stable funding for Department operations, and it is an expectation that the department

will make significant progress in addressing backlogs in water rights and services. The Department plans to report on its progress in this area to the appropriate interim legislative committees and as part of its 2011 and 2013 budget requests.

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	Lead efforts to restore and safeguard long-term sustainability of streamflows and ground water. This performance measure is directly linked to our 2003-05 Sustainability Plan goal of implementing voluntary streamflow restoration to meet instream flow needs.	
Oregon Context	OMB 79: Percentage of key streams meeting minimum flow rights.	
Data Source	Department Maintained Database and Monthly Statistical Reports	
Owner	Field Services Division, Debbie Colbert, 503-986-0878	



1. OUR STRATEGY

Implement voluntary streamflow restoration through instream leases, transfers, and allocations of conserved water in high priority areas

for flow restoration. Key partners include: the Oregon Fresh Water Trust, Deschutes River Conservancy, 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. 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 its 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, and was not met until 2007. Since 2007, we have consistently exceeded the target levels. We attribute our recent 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. As of July 2009, the Department has approved more than 1,000 individual instream leases.

4. HOW WE COMPARE

More than 900 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 shows that Oregon leads Washington, Idaho, and Montana in streamflow restoration by large margin. Some of these states have made significant progress since our 2006 survey. In a July 2009 comparison, Washington had restored approximately 400 cfs, Idaho has restored approximately 100 cfs. Montana did not have current information available but reported that they have made substantial gains over the 14 cfs recorded in our 2006 survey.

5. FACTORS AFFECTING RESULTS

Oregon benefits immensely from well established, active conservation partners. Approximately 52 percent of Oregons flow restoration transactions involve a third party such as the Oregon Fresh Water Trust, Deschutes River Conservancy, or Klamath Basin Rangeland Trust. The remaining 48 percent of flow restoration activities occur directly between the water right holder and WRD.

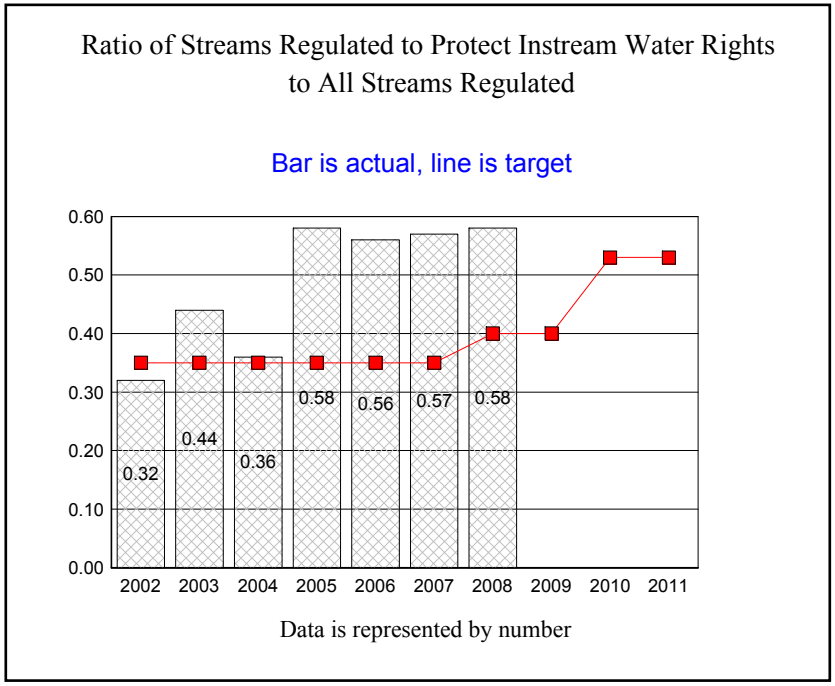
6. WHAT NEEDS TO BE DONE

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

7. ABOUT THE DATA

The reporting cycle is the Oregon fiscal year, even though most restoration actions occur for the irrigation season or calendar year. Most of the instream data has been migrated to the Water Rights Information System (WRIS) and has helped water users and conservation partners track the status of their application and to research the location of instream transaction.

KPM #2	PROTECTION OF INSTREAM WATER RIGHTS - Ratio of the streams regulated to protect instream water rights to all streams regulated.	2002
Goal	Lead efforts to restore and safeguard long-term sustainability of streamflows and groundwater.	
Oregon Context	OMB 79: Percentage of key streams meeting minimum flow rights.	
Data Source	Annual Field Activities Report	
Owner	Field Services Division, Debbie Colbert, 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. 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

Since 2005, performance has stabilized and has exceeded targets. This is due to better management and tracking tools for monitoring instream water. For example, in some areas the Department has been able to add telemetry to existing gaging in key instream water right reaches to better monitor whether instream rights are being met and to more quickly make adjustments in the stream system to improve flows (e.g., regulating junior water rights off). This ratio has leveled off and is not expected to increase much beyond current levels since not all streams have instream water rights. Additionally, some streams with instream water rights are met throughout the season and do not require significant regulation on their behalf.

4. HOW WE COMPARE

Direct comparison with other state agencies 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 insteam 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 and are regularly monitored by the Water Resources Department. In years with high streamflows, the total number of streams regulated is very likely to go down, while in years with low streamflow, the total number of stream regulated is likely to go up. This KPM is specific to regulation for instream water rights. Since these rights are often junior to other surface water rights and are regularly monitored by WRD, the ratio stays relatively the same from year to year.

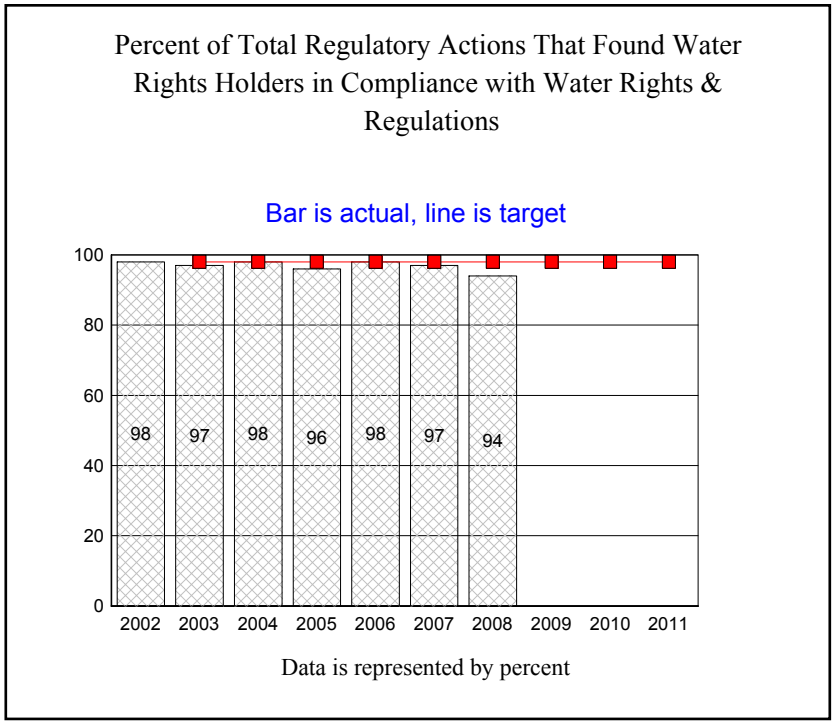
6. WHAT NEEDS TO BE DONE

Continue to promote the monitoring and regulation of instream water rights. Hire additional staff during the regulation season to respond to the additional requests for instream water right regulation.

7. ABOUT THE DATA

The reporting cycle is the water year (October 1 to September 30). These data are compiled annually at the end of the calendar year. The Department has not yet compiled data for 2009 since the 2009 water year is not yet complete. 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. Annual informational reports are presented to the Water Resource Commission with detailed information by watermaster district and stream. A copy of these annual reports is made available on the agency website under Commission staff reports.

KPM #3	MONITOR COMPLIANCE - Percent of total regulatory actions that found water right holders in compliance with water rights and regulations.	2002
Goal	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.) Goal: Actively enforce the states water law and uphold its policies.	
Oregon Context	Agency Mission.	
Data Source	Annual Field Activities Report	
Owner	Field Services Division, Debbie Colbert, 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 and in preventing illegal uses of water. The Department relies heavily on voluntary compliance by water users. Having an adequate field presence is critical to maintaining a high level of compliance. There are 20 state funded watermasters, 10 locally funded watermaters, 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. 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 Oregons water code. It indicates that water users trust the watermasters 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 2008, 10,900 regulatory actions were taken by field staff, and in 94 percent of these cases, water right holders were in compliance. The percentage can vary by a few points from year to year based on water supply conditions or economic factors. 94 percent compliance is the lowest compliance rate recorded since this KPM was established in 2003. It is not entirely clear what drove this decrease in 2008. However, it may be attributable to the addition of five new regional assistant watermaters. These five positions were added in the 2007-09 legislatively adopted budget and were on board for the 2008 irrigation season. The agency believes a strong field presence tends to discourage violations and help maintain a high percentage of compliance. The additional field presence of five assistant watermasters was expected to increase voluntary compliance. However, with these additional staff, the Department has been able to work in new areas and work more intensively in existing areas. This might explain the higher reporting of water uses out of compliance with their right or illegal uses. The Department is evaluating this data further and will be closing monitoring whether this trend continues in the 2009 water year.

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

Weather can have a significant effect on the ratio since it can affect the intensity of water distribution efforts on a stream. Watermasters are likely to have more regulatory actions regarding water use during times of water shortage. In years with high streamflows, the total number of streams regulated is very likely to go down.

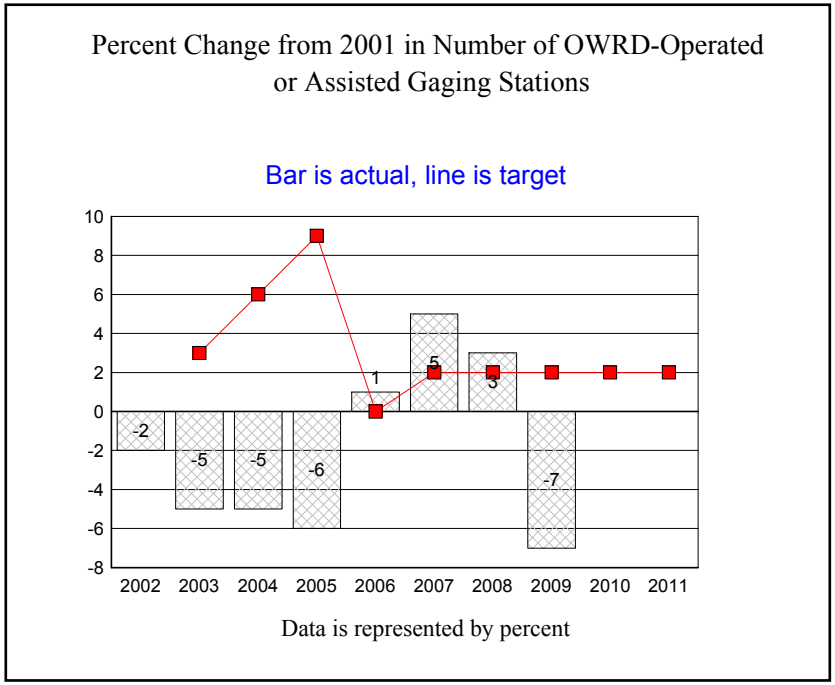
6. WHAT NEEDS TO BE DONE

Continue to distribute water according to the water rights of record and enforce against illegal use of water.
Continue to assess significant diversions statewide. Watermasters will work with water users to ensure compliance with permit conditions through outreach and education.
Continue to develop distribution maps and water right databases to have better information available during the summer primary distribution season.
Ensure staffing levels to continue to protect Oregons water resources.

7. ABOUT THE DATA

The reporting cycle is the water year (October to September). These data are compiled annually at the end of the water year (October 1 through September 30). The Department has not yet compiled data for 2009 since that water year is still underway. Regulatory activities by our watermasters include any action that causes a change in use 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. Annual informational reports are presented to the Water Resource Commission with detailed information by watermaster district and stream. A copy of these reports is 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 and groundwater resources and the demands on them.	
Oregon Context	Agency Mission	
Data Source	Monthly Statistical Report	
Owner	Technical Services Divisions, Jerry Rodgers, 503-986-0825	



1. OUR STRATEGY

The Department maintains a network of gaging stations statewide to manage surface water resources and also 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 goals is to maintain a positive percent change. The target establishes a base level to meet the Departments 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 water availability.

3. HOW WE ARE DOING

The 2001 benchmark is 215 gaging stations. In 2009, the Department reduced the number of cooperative gages by 22 and is currently operating a total of 200 gages. This is 7 percent lower than the 2001 benchmark. The majority of gages dropped were contract gages established to primarily monitor water quality in the Tualatin Basin. The streamflow data was not needed by the watermaster for stream management purposes; however the gages are still being operated by a private contractor.

4. HOW WE COMPARE

The U.S. Geological Survey (USGS), which maintains a similar network of gaging stations in Oregon, currently operates 198 stream gages. Except for gaging stations of national significance, the USGS depends on local funding for the operation of these gages.

5. FACTORS AFFECTING RESULTS

Historical establishment, local interest, financial participation by other entities, and budget affect the number and location of gages operated by the Department. Budget reductions in the 09-11 biennial budget eliminated two staff in this program area limiting the Departments capacity to gather and process stream gage data. Positions lost were the Northwest Region Hydrotech responsible for services gaging stations in the northwest corner of Oregon and a records processor in the Measurement and Reporting Section.

6. WHAT NEEDS TO BE DONE

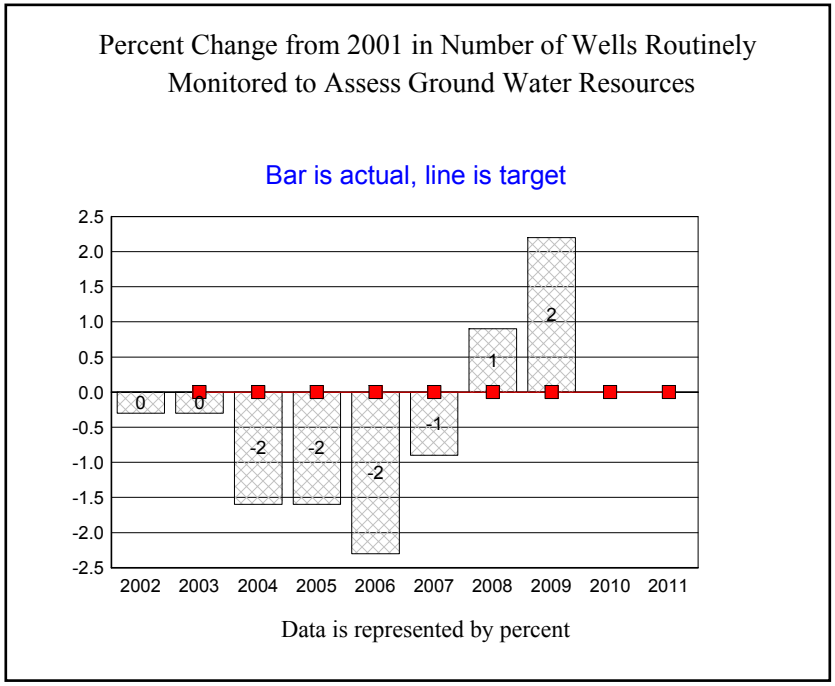
An evaluation of the existing network is in process and needs to be completed to determine if the current network provides the necessary information for effective management and understanding of increasing demand on Oregons water resources. The evaluation will include an assessment of new gage needs, consideration of re-establishing discontinued gages, and the condition of current gages. This

information is critical to understand the budget and staffing levels necessary to maintain, collect, and analyze data needed for proper management of surface water.

7. ABOUT THE DATA

Readers may access Department, U.S. Geological Survey, and other agency data from gaging stations on the Department's website. The reporting cycle is the water year (October to September).

KPM #5	ASSESSING GROUNDWATER RESOURCES - Percent change from 2001 in the number of wells routinely monitored to assess ground water resources.	2002
Goal	Increase our understanding of surface water and groundwater resources and the demands on them.	
Oregon Context	Agency Mission.	
Data Source	Monthly Statistical Report	
Owner	Technical Services Division, Jerry Rodgers, 503-986-0825	



1. OUR STRATEGY

The Department maintains well networks throughout the state to track water-level trends as a measure of groundwater in storage. These

networks range from wells equipped with continuous recorders to wells with periodic measurements. The Departments strategy is to ensure adequate budget and staff to collect and analyze ground-water data collected at these monitoring stations and continue efforts to provide data for public use on the Department web page. The Department works with the U.S. Geological Survey, U.S. Bureau of Reclamation and numerous citizens of Oregon in collecting and sharing data from these monitoring networks.

2. ABOUT THE TARGETS

The goal is to maintain or increase the positive percent change. This KPM 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 standard. Negative numbers indicate fewer State Observation wells monitored than in 2001.

3. HOW WE ARE DOING

The 2001 benchmark is 350 wells. The year 2009 reflects a gain of five wells since last year, taking the total State Observation Well Net to 358 wells. This is 2.2 percent higher than the 2001 benchmark. The Departments trend over the last two years is an increase in the number of wells in the State Observation Well Net, relative to its 2001 benchmark.

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 as part of its Oregon Climate Response Network, and a few other wells as part of their project work. The Department shares data with this federal agency.

5. FACTORS AFFECTING RESULTS

The wells monitored by the Department are privately owned and access is commonly an issue. As wells are dropped from the well network, they should be replaced with other monitoring locations. However, increasing demands for technical staff to evaluate new water use proposals across Oregon create other obligations, which compete with replacing monitoring sites and collecting and analyzing groundwater data.

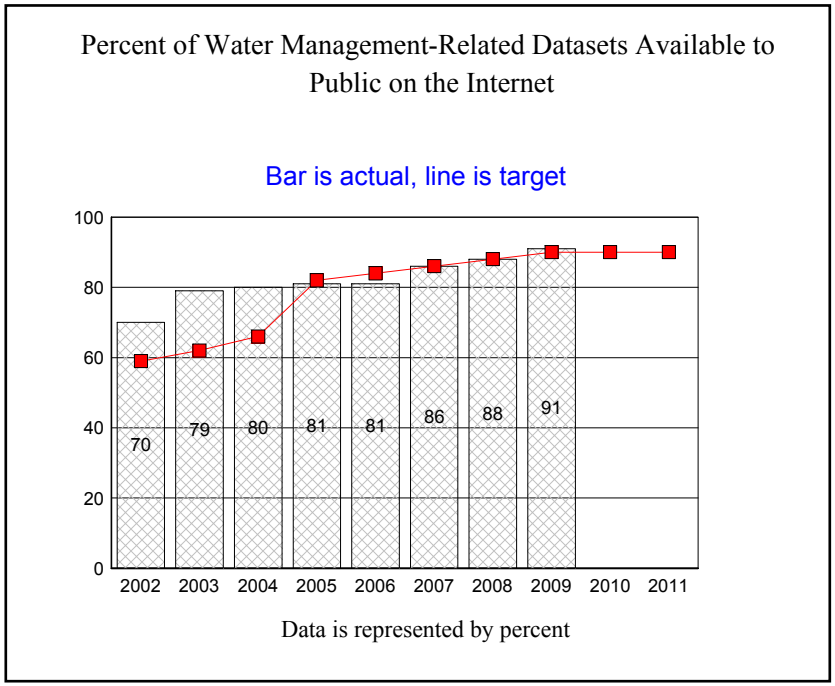
6. WHAT NEEDS TO BE DONE

The Department needs to ensure adequate budget and staff to maintain, collect and analyze data from these important monitoring stations, and continue providing data for the publics use. An expanded network that includes dedicated, long-term benchmark wells would increase the Departments understanding and knowledge of this valuable resource.

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 Oregons aquifers. The State Observation Well Net is only one element in the Departments 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 under 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 more than 3,300 wells with associated ground-water data available online. Like the State Observation Well Net data, these are provided on the Departments 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 and technical assistance 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, Jerry Rodgers, 503-986-0828	



1. OUR STRATEGY

Continue current 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 manage a resource effectively it is helpful to know as much about the resource as possible. The Department would like to have 100 percent of its datasets electronically available to customers and partners. 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 2009, 91 percent of our water-related datasets (32 out of 35 datasets) were available to the public through the internet, meeting our target.

4. HOW WE COMPARE

It is difficult to find direct comparison as our business is fairly unique. Even among government agencies we are unique in that our historical data is still very relevant to our business and our decisions today. 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

Improved numbers are the result of a web development project that increased the availability of streamflow information through the web. However, these numbers mask the fact that the Department will have difficulty keeping up with new information due to reductions in staffing. The Department is losing ground in some datasets, because the Information Technology Section cannot update on-line databases with the new or revised information at the same pace it is created. If staffing levels remain the same, we expect the amount of information available to decrease in future years. The longer-term effect is that the Department will not have updated information to provide to the public for decision making.

6. WHAT NEEDS TO BE DONE

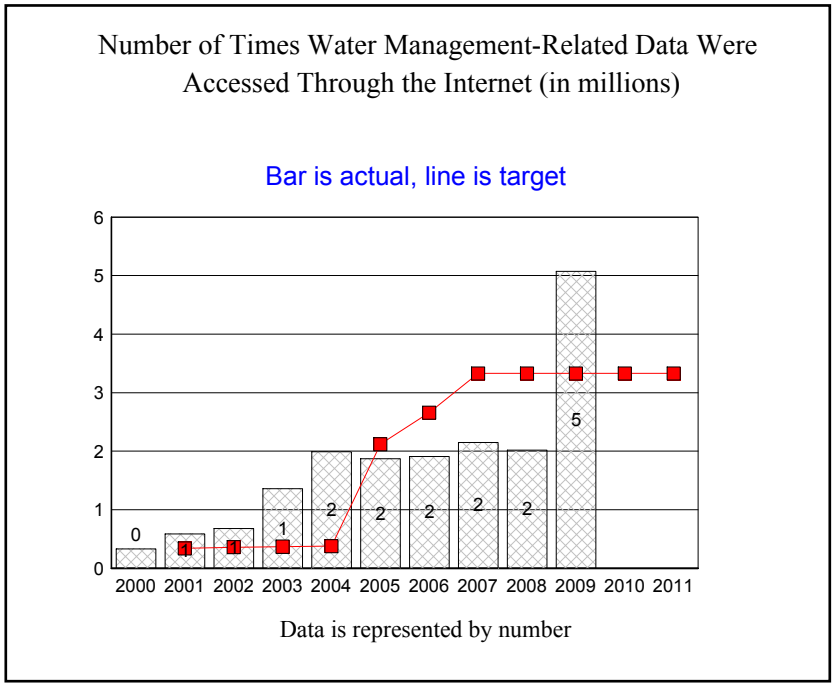
By creating processes that capture data at the points of origin there should continue to be increased efficiencies, as well as more

opportunity to use the data. The Department needs additional resources to adequately maintain these data sets.

7. ABOUT THE DATA

Because of ongoing business, the size of our data sets is constantly increasing. In addition, new programs result in the introduction of completely new data sets over time. 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 and technical assistance 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, Jerry Rodgers, 503-986-0828	



1. OUR STRATEGY

The Department has a two-pronged approach to providing citizens with information and technical assistance. The previous KPM measures

the amount of data available and this KPM measures our ability to provide the information through useful interfaces in usable formats. Our focus on utilizing web interface technologies has helped the Department successfully provide services and information for our customers.

2. ABOUT THE TARGETS

The goal is to have an ever-increasing number of hits against the Departments website. More hits are indicative of our ability to meet the needs of the customer. While we realize that the growth curve over time will tend to flatten, there should always be growth as the population continues to grow and the demands on the water resource continue to increase.

3. HOW WE ARE DOING

The Department has been very successful in its efforts to provide information and services to customers. In the 2005-2007 budget process, we increased our targets significantly. For the past few years, the numbers have continued to increase toward our targets. In 2008-09, the Department counted more than 5 million hits against our internet data pages. Many of those hits, or visits, are related to people making choices about where to live, how to use their land, and what kind of businesses they can operate. We will continue to revisit these targets to ensure that we can enhance the use of our web resources, while setting achievable goals.

4. HOW WE COMPARE

It is difficult to find other organizations to compare against. Our most telling indicator is that Oregon is frequently held up as a positive example of web access among western states water resource management agencies.

5. FACTORS AFFECTING RESULTS

Two factors attributed to the enormous gains this past year. One was a 30 percent increase in the access to our online scanned documents. We believe this is a result of education and awareness. The second factor was the release of a new online mapping tool for accessing water rights and other information. The technology used for this mapping application is very different from the previous version and tracks activity differently. While the numbers suggest a 600 percent increase we think the vast majority of the increase is due to different tracking methodology. The traffic is largely the same but counted differently which makes it very difficult to compare with previous years. We saw slightly increased use of Water Availability and streamflow records. Log-ings to the well log and water right data actually decreased a bit during the past year, which we attribute to the economic slow down. Fewer real estate transactions and new developments

translated to less need for this information.

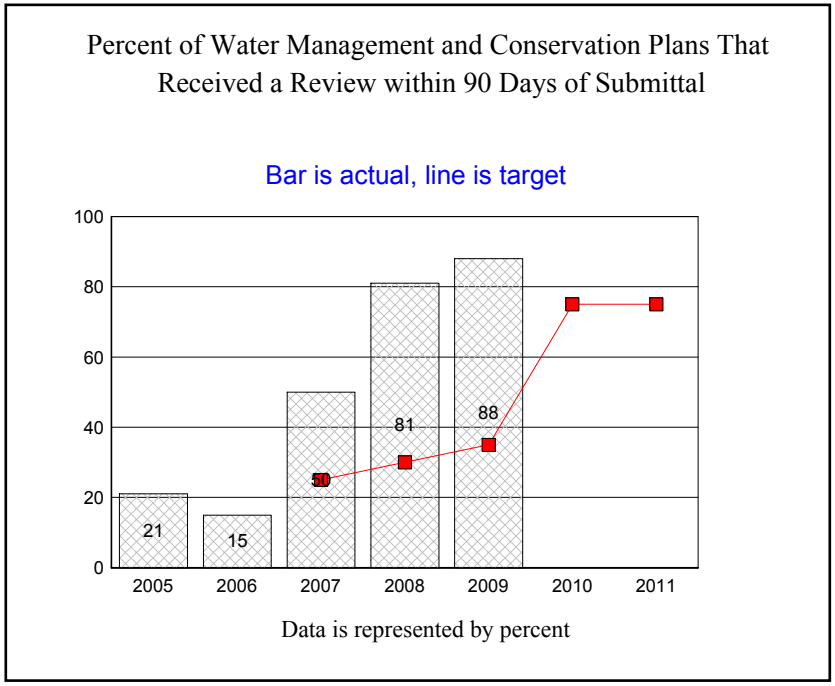
6. WHAT NEEDS TO BE DONE

Adjust future targets to accommodate the new measuring methodologies. Seek out additional resources to replace the reduction in development staff the Department experienced during the 2009 Legislative Session.

7. ABOUT THE DATA

The Department collects information from computer system logs to determine the number of hits received on the Department web page. Not all traffic is counted, only those dynamic content pages that serve up real-time information from database and geospatial mapping information. Although the Department also has web pages devoted to static information resources for the public, we have not yet tried to measure visits to these web pages. No staff members are currently available to develop, maintain, or improve this content. When resources become available, the Department plans to begin measuring traffic on those pages as well. The reporting cycle is the calendar year.

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	
Oregon Context	Agency Mission	
Data Source	Department Maintained Database and Query	
Owner	Field Services Division, Debbie Colbert, 503-986-0878	



1. OUR STRATEGY

Ensure adequate staff resources so that water management and conservation plans submitted to the Department are reviewed in a timely

manner, especially given the large number of plans expected to be submitted for review over the next few years. Conduct outreach and education activities to improve quality of plans submitted to the Department and encourage more electronic submittals of materials thereby reducing the amount of time it takes for the Department to review each plan. Continue to develop online resources and guidance materials to assist water suppliers in preparation of their plans.

2. ABOUT THE TARGETS

The goal is to increase the percent. 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 (WMCPs) to the Department, either voluntarily or as the result of water right permit conditions or other requirements. These plans facilitate water supply planning and encourage water conservation and efficient use of the states 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.

3. HOW WE ARE DOING

For water management and conservation plans received from July 2008 through June 2009, 88 percent of the plans were reviewed within the 90-day goal. This is an improvement of seven percent, compared to FY 2008. The improvement from FY 2008 to FY 2009 reflects a continuation of the Departments full staffing capacity that began in 2008.Water Management and Conservation Plans from the municipalities continue to improve in quality. The new plans and updated plans 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 adopted rules in 2006 for water management and conservation statues for municipalities. The state of Idaho now has a similar process for municipalities and agricultural users for one administrative groundwater area. To date, there have been no plans developed or reviewed under the Washington or Idaho programs.

5. FACTORS AFFECTING RESULTS

Outreach to municipalities and others has significantly helped the Department meet its performance goals for this program. In 2003, the League of Oregon Cities (LOC), Oregon Water Utilities Council, and the Department published a guide for the preparation of Municipal

Water Management and Conservation Plans. During Spring 2008, the Department reprinted the guide and made hard copies available through LOC and the Department, as well as electronically via the Departments website. We are continuing to receive improved municipal plans as a result of our outreach efforts. There has continued to be an increase in the number of plans submitted electronically to the Department, which has helped the Department meet deadlines. Also in 2008, the Department began collaborating with the League of Oregon Cities on a feature for their newsletter three times a year called The Conservation Corner. These articles highlight program improvements and outstanding conservation and management activities by Oregon cities.In 2007, to achieve similar improvements in agricultural plans, the Department, U.S. Bureau of Reclamation, and Oregon Water Resources Congress (OWRC) cooperatively developed a comparable guide for Agricultural Water Management and Conservation Plans. Similar benefits are anticipated from our agricultural plan guidance. The guidebook provides an educational tool to district managers, board members, and patrons that allows them to develop a better understanding of their water supplies, use, and delivery systems. This, in turn, enables districts to use this information to plan, design, and implement changes to their system to better manage and conserve water and meet future supply challenges. On February 13, 2009, the Department provided a workshop at the Three Sisters Irrigation District (TSID) office in Sisters, Oregon. The District Manager and approximately 20 of TSIDs water users, as well as managers from other irrigation districts, were in attendance. The Department is also nearing completion of a second model agricultural plan with one of the irrigation districts for web posting.The guide and outreach materials are available on the Department website: http://www.wrd.state.or.us/OWRD/mgmt_ag_wmcp.shtml.

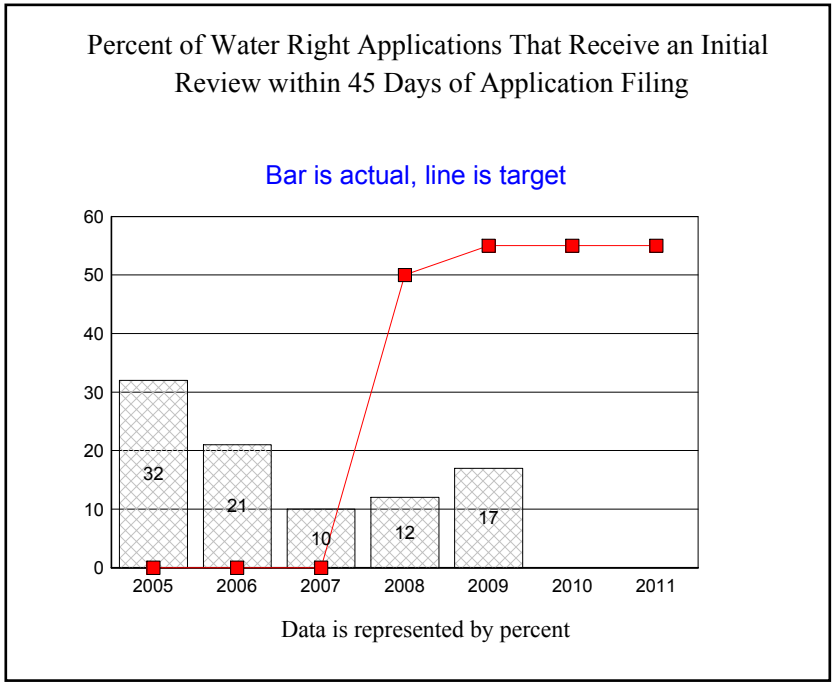
6. WHAT NEEDS TO BE DONE

In July 2009, the fee associated with the review of these plans was increased to provide for greater cost recovery for reviewing plans. No additional staff were associated with the fee increase.

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 2009 percentages are based upon the number of water management and conservation plans (properly noticed with all affected local governments) 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.

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.	
Oregon Context	Agency Mission	
Data Source	Monthly Statistical Report	
Owner	Water Rights and Adjudications Division, Dwight French, 503-986-0819	



1. OUR STRATEGY

Reduce application processing times to the minimum possible given available resources, time, and the delays intrinsic to required public

notices. We continue to identify ways to streamline processes by concurrently performing different steps of processing, removing unnecessary steps, revising certain processes, and implementing technological improvements.

2. ABOUT THE TARGETS

The goal is to increase the percent. This measure is a proxy for the magnitude of the application backlog. Because applications are processed as consecutively as possible, it reflects the agencys ability to begin processing new applications in a timely fashion. The goal is to reduce the processing time to the minimum amount possible.

3. HOW WE ARE DOING

Since 2007, the Department has implemented a number of streamlining procedures that have improved this performance measure. There was a five percent improvement since last 2007-08, increasing from 12 to 17 percent. The main difficulty in achieving a higher percentage is that 70 percent of new water right applications seek to appropriate groundwater, and the need for a technical review from the Groundwater Hydrology Section effectively precludes issuance of initial reviews (IRs) for those applications within 45 days. Recently, that Section has made significant progress in reducing the average turnaround time for such reviews from approximately six to three months, a stark improvement, but still outside the 45 day window, Forty-three percent of the non-ground water applications had their initial review completed within 45 days. The average number of days to complete an initial review for non-groundwater applications was 45.

4. HOW WE COMPARE

Our agencys type, structure and process of application review is fairly unique in relation to other state agencies. Many other western states do not even process applications for groundwater rights.

5. FACTORS AFFECTING RESULTS

Groundwater Applications. The primary factor in processing times comes from the review of groundwater applications, which represent two-thirds of all incoming applications requiring an initial review. Five percent of groundwater applications were processed within 45 days during 2008-09, compared to 27 percent of storage applications and 43 percent of surface water applications. The average time to review groundwater applications in 2008-09 was 176 days.Review times for groundwater applications improved by almost two months, from 240 days in 2006-07 to 176 days 2008-09, while the complexity of reviews continued to increase.Unlike surface water right applications, groundwater applications require a technical analysis by a qualified hydrogeologist to determine whether groundwater is

available for the proposed use, whether the use would have the potential for substantial interference with nearby surface water sources, and whether the use would injure existing groundwater users. This hydrogeological review must be completed before the Department can make meaningful initial determinations, therefore increasing the amount of time necessary to complete the initial review.Often times, WRD staff needs to take time before completing a review to create or obtain internal guidance to clarify policies or statutes that affect water right applications. This increases the quality of the final product.Surface Water Applications. The number of storage and surface water applications processed within 45 days also continues to improve. This is in part the result of new guidance to caseworkers to issue initial reviews in a timely manner or negotiate alternate timelines at the outset. Any remaining deficiency in meeting the 45-day timeline is because of lingering questions/internal guidance about water availability on certain surface water sources, and because of reductions in staff for the past year, due to vacancies.

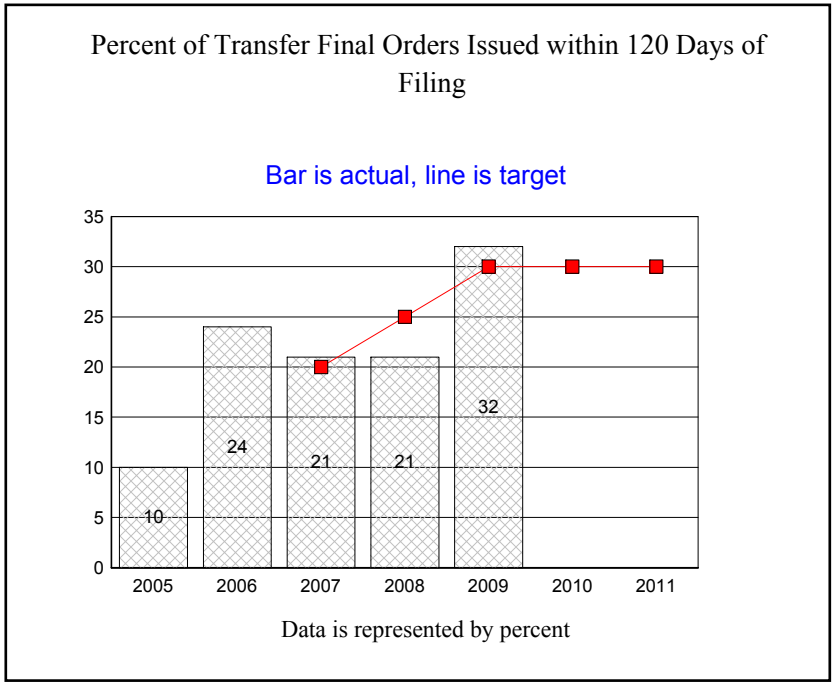
6. WHAT NEEDS TO BE DONE

In July 2009, the Legislature increased fees associated with all water right applications, in order to provide for greater cost recovery in these transactions. No additional staff members were associated with the fee increase.Groundwater Reviews. The purpose of a groundwater review is to protect senior water rights holdersboth surface water and groundwater. The hydrogeological review that must occur before groundwater applications can be processed makes the statutory 45-day requirement for issuance of an Initial Review difficult to meet. The Department has several stop-gap measures in place to address this backlog, including a reduction in other activities such as community meetings, fieldwork, and special projects. The Department is also using staff resources on an additional basis to address this backlog. WRD requested additional staff to conduct groundwater application reviews during the 2009 Legislative Session and received authority under SB 788 to collect fees used for evaluating groundwater supplies, conducting groundwater studies, carrying out groundwater monitoring, processing groundwater data In addition, the Department received authority in 2009 to bring its Reimbursement Authority program in house, expediting the processing of water right applications. Applicants should begin to see these additional resources reflected in shorter processing times, starting in 2009-2011.Surface Water Reviews. The time required to complete an initial review for surface water applications is rapidly approaching that specified by statute. Already, WRD has improved review time for surface water applications by using technology to gather much of the necessary background information. Any further reductions in time will likely come from ongoing improvements in the use of information technology. WRD will continue to automate portions of the initial review process, as well as processes for proposed final orders (PFOs) and final orders (FOs), in order to free up staff time to make additional progress on this performance measure.

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.	
Oregon Context	Agency Mission	
Data Source	Department Maintained Database and Query	
Owner	Field Services Division, Debbie Colbert, 503-986-0878	



1. OUR STRATEGY

Continue efforts 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 percent. 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 a significant backlog of transfer applications (currently 446). Pending applications date back to 1992. Our goal is to eliminate this backlog in each region of the state. The average length of time pending for applications significantly decreased during the last year. On June 30, 2008 the average time pending was 1,388 days. On June 30, 2009, average time pending was 1,169 days. Even though three staff positions remained vacant during most of the year due to budget constraints, more transfer final orders were issued within 120 days this year than in any recent year. Thirty-two percent of the transfers receiving final orders during the year were processed in 120 days or less, which is 2 percent above the target goal. A significant backlog of applications remains in the Northwest and Southwest regions of the state. The three vacant staff positions were filled during July and August 2009, and we anticipate the overall processing time will improve as we eliminate the backlog in these areas of the state.

4. HOW WE COMPARE

In comparison to other states, Oregon is doing well in reducing the average number of days from transfer application to issuance of a final order. The state of Washington received 375 change applications during calendar year 2008 and reported a backlog of 1,267 change applications as of March 16, 2009. Idaho does not process applications by first-in-first-out. Idaho receives fewer applications to process a year than Oregon and has an average processing time of a few months. Montana passed House Bill 40, effective July 1, 2009, which sets forth a process for reviewing water right and permit changes which is quite similar to Oregons transfer application review transfer process.

5. FACTORS AFFECTING RESULTS

During the 1990s, the Department developed a significant backlog of pending transfer applications, 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 farther behind. This caused the average time between receipt of an application and issuance of a final order to increase. In recent years, the emphasis has shifted to finalizing the applications that have been pending for the longest time, creating a short-term move away from the 120-day target. However, we have also placed emphasis on turning around temporary transfers, district transfers, and permit amendments more efficiently. In addition, the Reimbursement Authority program has given applicants an opportunity to expedite transfers when needed, while allowing Department staff to concentrate on reducing the backlog in a first in-first out order.

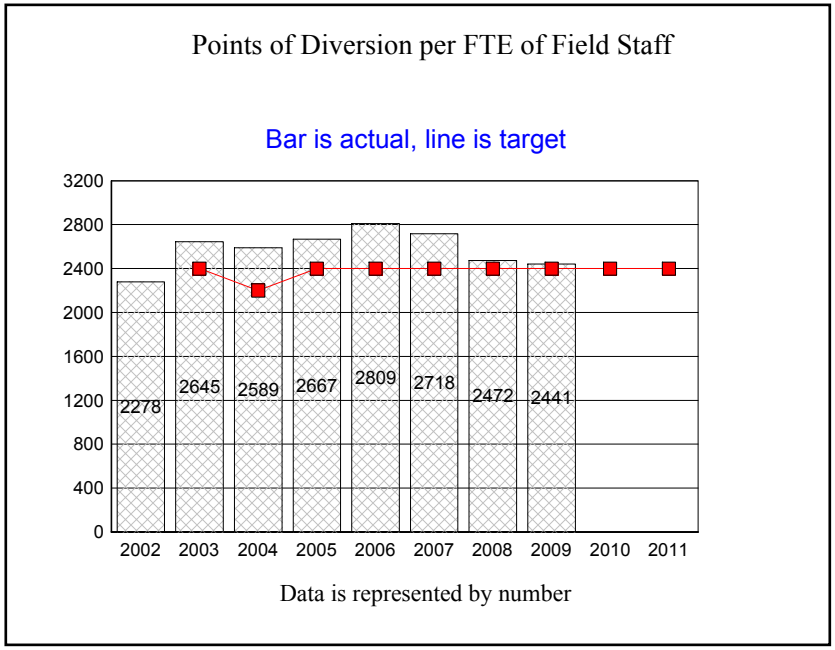
6. WHAT NEEDS TO BE DONE

The Department continues efforts to educate consultants and certified water right examiners about transfer map and application requirements, identify and remedy application deficiencies at the time of filing, streamline the processing of transfer applications, and 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. In July 2009, the fees associated with water right transfer applications was increased to provide for greater cost recovery in these transactions. No additional staff members were associated with the fee increase. In the Fall of 2009, the Department plans to launch a formal process to involve stakeholders in identifying process improvements that will speed up review of transfer applications.

7. ABOUT THE DATA

The reporting cycle is the Oregon fiscal year. Data is based on inputs to the Departments Water Rights Information System that have been 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 is operating efficiently and effectively.	
Oregon Context	Agency Mission	
Data Source	Monthly Statistical Report	
Owner	Field Services Division, Debbie Colbert (503-986-0878)	



1. OUR STRATEGY

Ensure adequate field staff, since maintaining a high level of compliance relies on having an adequate 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-groundwater

management. We also work with local governments and other funding sources to secure funding for assistant watermasters.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

The performance target is to reduce the number of PODs administered by our field staff in order to effectively manage the states water resources. Data reported from 2003 to 2007 indicated that we were not meeting our goal, as new water rights are issued and staff resources decline. In 2008 and 2009, the Department moved closer to achieving its goal for this performance measure. The number of field FTE reported in 2008 and 2009 includes five assistant watermaster positions that were approved in the 2007-2009 legislatively adopted budget. One assistant watermaster was located in each of the five regional offices of the Department. These assistants have focused on working with watermasters to assist in water right distribution, compliance, and measurement. The number of PODs in the 2009 data also includes an additional 2,900 PODs associated with surface water registration claims. These are water uses that have not yet been adjudicated by a circuit court. As part of our efforts to provide as much data as possible through our on line databases (see KPMs 6 and 7), this information was added to our water rights information system. If those new data were not included in this calculation, then the target would have been met in 2009 (adjusted value = 2388).

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. Water right transfers also provide an additional source of PODs. With these increases, we anticipate an increasing number of PODs associated with each field staff FTE. As noted above, the data can also be influenced by the addition of existing data to our online water right information systems.

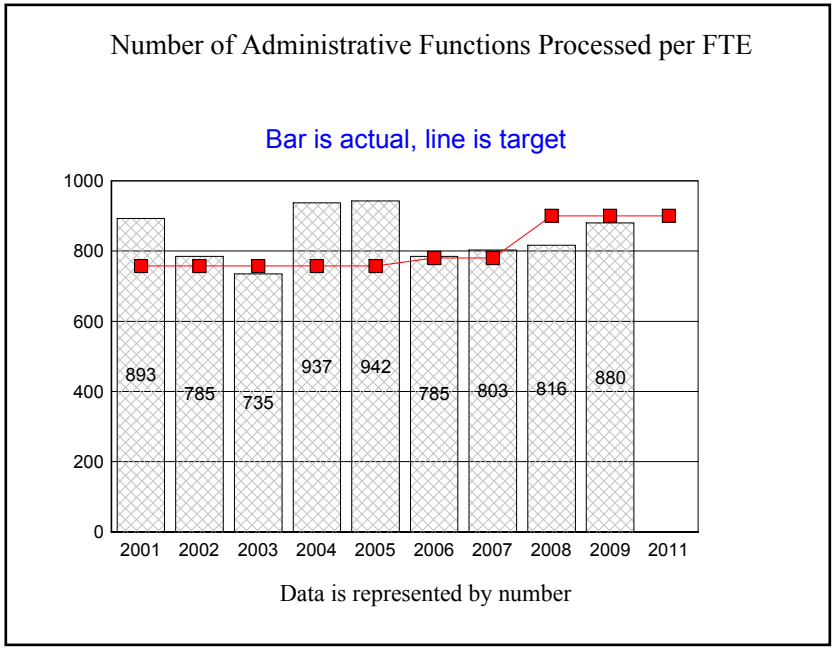
6. WHAT NEEDS TO BE DONE

While we moved closer to meeting our goal for this measure in 2008 and 2009, we need to continue to look for funding to support additional field staff to ensure adequate protection of existing water rights and effective on-the-groundwater management. This trend may reverse in 2010 and 2011 as three field positions were eliminated in the 2009-11 legislatively adopted budget.

7. ABOUT THE DATA

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

KPM #13	PROMOTE EFFICIENCY IN ADMINISTRATIVE TRANSACTIONS - Number of administrative transactions processed per FTE.	2000
Goal	Ensure that the Department is operating efficiently and effectively.	
Oregon Context	Agency Mission	
Data Source	Monthly Statistical Report	
Owner	Administrative Services Division, Tracy Louden, 503-986-0920	



1. OUR STRATEGY

Ensure sufficient staff resources and implement streamlining and efficiency measures to effectively administer accounting, personnel and agency support functions. Government partners include the Department of Administrative Services (DAS).

2. ABOUT THE TARGETS

The goal is to increase the ratio. The targets indicate a minimum number of transactions per FTE. This minimum target allows for the Department to meet Internal Control standards while assuring efficiencies. While the Department has exceeded the target consistently, the targets are set to allow the Department flexibility in carrying out required administrative functions on a varying degree of complex issues from year to year. These activities include accounting, personnel, and administrative support functions as well as implementing relevant agency streamlining and efficiency measures.

3. HOW WE ARE DOING

The Departments water management responsibilities continue to grow. These activities are necessarily supported by administrative staff that often is limited in number due to budget constraints. The Department continues to meet target values as a measure of efficiency in relation to our staff levels. While meeting target values is important, the Department must also meet internal control standards and a high quality of service delivery. We continue to provide crucial administrative support to the diverse programs and activities of our agency.

4. HOW WE COMPARE

The Department has no information on how our actual data compares with other agencies or what the industry standard is. We have exceeded the last three years' performance.

5. FACTORS AFFECTING RESULTS

The administrative function of any organization can face varying degrees of complex issues. Our data represents this diverse work flow from year to year. The Department anticipates significant fluctuations due to changing number of transactions and a fixed number of staff.

6. WHAT NEEDS TO BE DONE

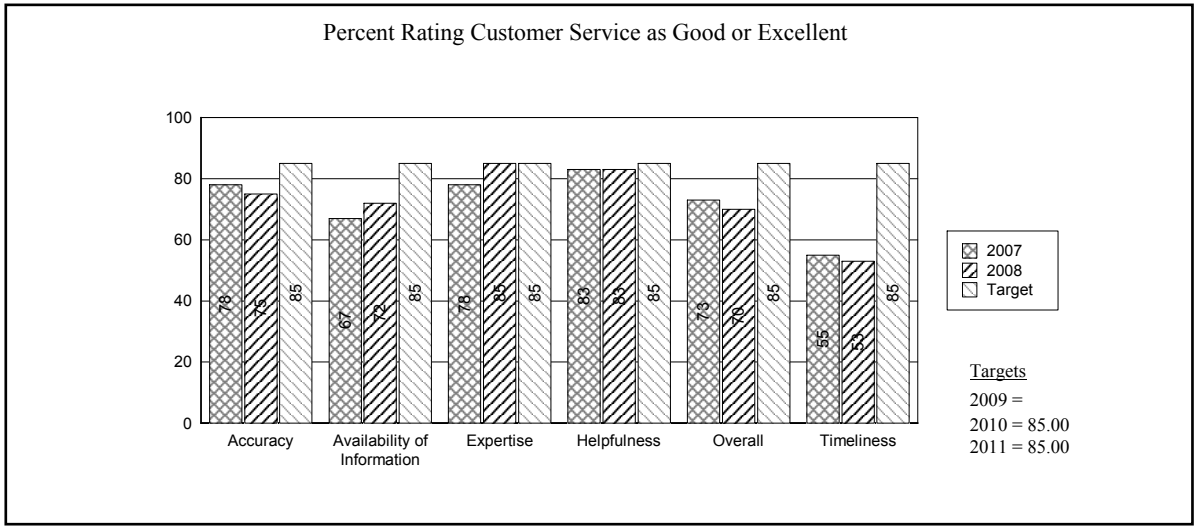
We have generally met or exceeded our targets for administration transactions. Differences in values from year to year represent variation in the number of or complexity of transactions. An anticipated increase in the number of transactions for 2009 did occur, which resulted in nearly achieving our goal. The Department did complete all the transactions that presented themselves during the year.The Department has defined the number of transactions as payments, including direct deposits and checks issued by the Administrative Services Division. These transactions directly relate to the work of two Division staff members, although the Division has five people. The measure does not

provide an accurate measure of the entire Division.The Department has met with BAM and LFO analysts and concluded that this KPM does not provide a representative measure. This KPM was subsequently deleted by the 2009 Legislature.

7. ABOUT THE DATA

The reporting cycle is the Oregon fiscal year.

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 random sample of WRD customers who had received final decisions within the past fiscal year.	
Owner	Agency-wide; Brenda Bateman (503) 986-0879.	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

This is a biennial survey, and this is the second 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 to 85 percent for each category of service.

3. HOW WE ARE DOING

Timeliness was rated the lowest in comparison to the other categories, with 53 percent of respondents rating service as good or excellent. Open-ended questions, designed to gather more detail about the above categories, yielded comments that focused largely on the need for better timeliness. Many respondents attributed slow processing times to understaffing, a direct reference to the length of time required to review ground water applications (also discussed in KPM #10). Other respondents noted dissatisfaction with cumbersome rules, poor communication, and an inability to access historical water rights data easily. On the other hand, many of the positive comments focused on many of the same topics: a professional staff, helpfulness, good communication, greatly improved website, and easy-to-use on-line services. Seventy percent of customers surveyed rated WRDs overall services as good or excellent in Fiscal Year 2008. Expertise is the most highly rated individual service provided. 85 percent of respondents rated expertise as good or excellent, up from 78 percent in the last survey. Likewise, Availability of Information, rose from 67 percent in 2006 to 72 percent in 2008. The open-ended questions noted an improvement in the Departments on-line services and website, describing them as better this year than last year, and easier to find things on the website. One survey participated summed up many of the responses by stating, The staff is very helpful; however, they seem to have more work to do than people to do it.

4. HOW WE COMPARE

A private contractor, Clearwater Research Inc., conducted customer service satifaction surveys for the Water Resources Department, Public Utility Commission (PUC), Economic Revitalization Team (ERT), and the Department of Conservation and Land Development (DLCD) from May 19 through June 23, 2008, under the supervision of the Department of Administrative Services. WRD received results regarding the three other agencies for whom Clearwater Research conducted surveys. With the exception of timeliness, the Departments customer service results ranked right in the middle. For timeliness, 53 percent of the Departments customers reported a good or excellent rating, compared to 68 percent for DLCD, 72 percent for PUC, and 90 percent for ERT. The overall survey response rate of of 54 percent was an increase from 42 percent in 2006, and was the highest response rate in the Clearwater Research survey. This compared to 35 percent for PUC, 43 percent of DLCD, and 53 percent for ERT.

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 ratings of timeliness 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 eliminate backlogs in pending permit, certificate, and transfer applications. In fact, some of the customers receiving final decisions during 2007-08 were part of a backlog that stretched back for several years. While relieved to receive final decisions, 47 percent of survey respondents rated the Departments timeliness as Fair or Poor. 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. However, our ability to provide quality and timely service is dependent on having sufficient review staff and budget resources, which have been decreasing for WRD over the past few years. 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. Also, only customers who provide telephone numbers were included in the sampling frame. As we reduce the backlog of applications to focus on much newer files, year-end surveys will feature a broader and more inclusive sample of water users.

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. In the face of decreasing staff and budget resources, we continue to look for additional ways to utilize technology to provide more timely results. WRD will continue to strive for greater customer satisfaction among our water users.

7. ABOUT THE DATA

a) Survey Name: OWRD Biennial Customer Service Survey b) Surveyor: ClearWater Research Inc. c) Date Last Conducted: May 19 June 23, 2008; next survey scheduled for 2010 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 2007-08 fiscal year. e) Sampling Frame: Customers who received a final decision during 2007-08, who also provided telephone numbers. f) Sampling Procedure: Random Sample g) Sample Characteristics: Total Population = 1,017; Responses = 181; Response Rate = 54.4 percent h) 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:	Brenda Bateman	**Contact Phone:**	503-986-0879
Alternate:	Phillip Ward	**Alternate Phone:**	503-986-0910

The following questions indicate how performance measures and data are used for management and accountability purposes.	
1. INCLUSIVITY	*** 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. *** Elected Officials:** In 2005, the Department 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 several new efficiency measures and to modify a few measures for better tracking of activities. *** Stakeholders:** [See below.] *** 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.
2 MANAGING FOR RESULTS	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. During the past two years, the Department has continued to develop new automated tools to tracking progress on water right and transfers applications and to aid staff in preparing agency decision documents.

3 STAFF TRAINING	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 year, senior staff members have visited with their counterparts in other agencies to learn more about successful operational streamlining techniques. Two Divisions, the Water Rights Administrative Division and the Field Services Division plan to work with consultants to help identify and implement more efficient processes during 2009-11.
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 2011 Legislative Session. *** Stakeholders:** [See below.] *** Citizens:** The Department has created a web page entitled Priorities & Performance. This web page houses our performance measures summary and annual report, our Sustainability Plan developed in response to Executive Order 03-03, and our Customer Service Plan and Regulatory Streamlining Plan and Report developed in response to Executive Order 03-01. The website can be accessed at the following: 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 Departments past three performance measurement reports.