



# Oregon

John A. Kitzhaber, MD, Governor

## Water Resources Department

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### MEMORANDUM

TO: The Oregon Water Resources Commission

FROM: Brenda Bateman, Acting Administrator, Technical Services Division and  
Racquel Rancier, Senior Policy Coordinator

SUBJECT: Agenda Item P, November 15, 2013  
Water Resources Commission Meeting

#### **2012-13 Key Performance Measure (KPM) Update**

#### **I. Introduction**

Each year, the Oregon Water Resources Department compiles and submits a report that tracks the Department's performance in key areas. It is an essential part of the Department's budget presentation to the Governor's Office and Legislature. The Department completed its most recent report on August 20, 2013.

#### **II. Background**

The Water Resources Department has 14 Key Performance Measures (KPMs). These measure performance in agency programs related to: surface water restoration, protection, and measurement; groundwater monitoring; and regulatory, permitting, and outreach actions. The Department has had most of its measures in place since 2005 or earlier, which has allowed us to track progress and identify areas for improvement.

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 efficiency and customer service. Despite recent economic challenges at the state level, the Department has generally made great strides to improve processes, information technology, and training, which has resulted in quicker processing times and reduced backlog.

WRD's 2012-13 Key Performance Measure report in its entirety is in Attachment 1.

### III. Results and Analysis

KPMs making progress — at or trending toward 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 (Data Availability)  
KPM #690-8 - Water Measurement  
KPM #690-11 - Promote Efficiency in Transfer Application Processing  
KPM #690-14 - Customer Service (Biennial Survey)

KPMs not making progress — not at or trending toward target achievement:

KPM #690-7 - Equip Citizens with Information (Data Accessed)  
KPM #690-9 - Promote Efficiency in Water Management and Conservation Plan Reviews  
KPM# 690-10 - Promote Efficiency in Water Right Application Processing  
KPM #690-12 - Promote Efficiency in Field Staff Regulatory Activities  
KPM #690-13 - Increase Water Use Reporting

Staff has taken a closer look at those KPMs not at or trending toward target achievement, and provided an analysis below:

KPM #7 – “Equip Citizens with Information.” The goal is to have an ever-increasing number of hits on the Department’s website, which includes information such as well log transactions, hydrographic records, water availability, water rights, and the document vault. More hits are indicative of our ability to meet the needs of the customer. We expect continued use of the website as demands on the water resource continue to increase. The target from 2007-10 was 3.3 million hits per year. The 2011 Oregon Legislature adjusted this downward to be more realistic. Beginning in 2011, a new target of 2.25 million took effect, and will stay in effect for the foreseeable future. In 2012, the Department experienced more than 1.8 million hits on its website.

KPM #9 – “Promote Efficiency in WMCP Reviews.” The Water Resources Commission has a statewide policy on conservation and efficient water use. Municipal water providers and irrigation districts submit water management and conservation plans to the Department, either voluntarily or due to a water right permit condition or other requirement. These facilitate water supply planning and encourage water conservation and efficient use of the state’s water resources. For municipalities, the plans can also be linked to their ability to initiate or increase existing diversions of water. For the water management and conservation plan program to be effective, the Department must review and issue final orders on plans in a timely fashion.

The Legislature wants WMCPs to receive an initial review within 90 days of submission and raised targets from 75 percent in 2010-12 to 95 percent for 2013-15 and the foreseeable future. For water management and conservation plans received from July 2012 through June 2013, 81 percent of the plans were reviewed within the 90-day goal. This is a decrease of 15 percent compared to the previous year.

This drop in performance, combined with an increase in target, means the Department missed its target in this KPM for the first time. The drop from FY 2012 to FY 2013 is a result of several first-time plan submittals of low quality (i.e., more time-consuming to review) and having only one staff assigned to review the plans. However, water management and conservation plan updates from the municipalities are improving in quality, and demonstrating increased efficiencies in managing water, preparing for emergencies (curtailment plans), and long-term water supply planning consistent with their comprehensive plans.

KPM #10 – “Promote Efficiency in Water Right Application Processing.” This measure is a proxy for the magnitude of the application backlog by measuring time between submittal of the application, and the first principal processing document (i.e., the initial review). Because applications are processed as consecutively as possible, it reflects the agency’s ability to begin processing new applications in a timely fashion. The goal is to reduce the processing time and increase the percent of applicants receiving an initial review within 45 days. In terms of KPMs, the specific target is to conduct an initial review on 55 percent of incoming water right applications within 45 days.

Since 2007, the Department has implemented a number of streamlining procedures that have improved our record in this area. The percentage overall has increased from a low of 10 percent in 2007 to a high of 35 percent in 2012, with a dip to 20 percent in 2013. Overall application processing times for storage and surface water applications have improved significantly. Sixty-seven percent of storage applications received initial review within 45 days, compared to 27 percent in the 2009 report. Similarly, 73 percent of surface-water applications received a 45-day review.

In 2012-13, however, only three percent of groundwater applications received an initial review within 45 days. Groundwater applications require a technical review from the Groundwater Section and typically represent the most complex applications.

KPM #12 “Promote Efficiency in Field Staff Activities.” This target is a workload indicator for how we are managing the state’s water resources. Our desire is to reduce the number of points of diversion (PODs) that we must monitor for each FTE of field staff. The goal is to decrease the ratio because a lower number indicates a higher probability of being able to manage the state’s water resources effectively.

In terms of KPMs, the target is to have no more than 2,400 diversions per field staff. Data reported from 2003 to 2007 indicated that we were not meeting our goal, as new water rights were issued and staff resources declined. Briefly during 2008 and 2009, the Department moved closer to achieving its goal for this performance measure. However, for 2010 through 2013, we again lost ground, as several field staff were eliminated in the 2009-2011 legislatively adopted budget, and not subsequently replaced. During 2013, this ratio reached a height of 2,550.

KPM #13 “Increase Water Use Reporting.” When this measure was first established and targets set, the Department still had funding authority for this position. The KPMs measure “the percent of those required to report, who do so.” However, the 2009 Legislature removed funding for this position, dropping the reporting results back to 20 percent, commensurate with results before the position was filled. Results remained a dismal 27 percent for the 2010 water year, 19 percent for the 2011 water year, and 17 percent for the 2012 water year.

#### **IV. Legislative Approved Budget and Next Steps**

KPM #7 – “Equip Citizens with Information.” We continue to be successful in our efforts to provide information and services to our customers online and the metrics, in the large part, reflect that trend. Most telling is the feedback received during the Department’s 2012 Customer Satisfaction Survey (see KPM #14), noting recent improvements in the Department’s website and increasing the Department’s scores in “availability of information” from 76 percent in 2010 to 78 percent in 2012. In 2013, the Department requested additional resources from the Legislature, to recover from the 2009-2011 reductions in the Department’s information technology staff. We expect information sharing to continue to improve with the addition of one senior information services specialist, made available by the 2013 Legislature.

KPM #9 – “Promote Efficiency in WMCP Reviews.” The Department surpassed its target during the past six years and looks forward to doing so again in the future by continuing our educational outreach efforts. The Department plans to update the municipal Water Management and Conservation Plan Guidebook to provide better direction for elements that are consistently problematic and/or deficient in submitted plans.

KPM #10 – “Promote Efficiency in Water Right Application Processing.” Already, the Department has improved review time for surface-water applications by using technology to gather much of the necessary background information. The Department 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.

*Groundwater Reviews:* The ability to get timely groundwater reviews continues to be the fundamental challenge in meeting this performance metric. The purpose of a groundwater review is to protect senior water-right holders—both surface water and groundwater. A groundwater review is a crucial component of the water right application process, and represents a much more complicated and time consuming effort than a surface water review. Any delay in obtaining this hydrogeological review makes the 45-day target for issuance of an Initial Review very difficult to meet.

A number of pressing issues in 2013 required the time and attention of the Groundwater Section, including: Klamath Basin groundwater issues, and the processing of drought permits, limited licenses, and reimbursement authority applications. The Groundwater Section has committed to process improvements through two primary efforts: 1) the addition of two staff in the Groundwater Section as a result of the 2013 Legislative Session, and 2) a process efficiency exercise, to help identify obstacles that can be addressed.

KPM #12 “Promote Efficiency in Field Staff Activities.” While we moved closer to meeting our goal for this measure in 2008 and 2009, our trend reversed in 2010 as three field positions were eliminated in the 2009-2011 legislatively adopted budget. The number of diversions per position edged higher in 2012 and 2013 with the loss of another position and an increase in diversions. The Department requested additional funding from the 2013 Legislature, and received two FTE in the form of one watermaster and one assistant watermaster. This additional staffing capacity will provide needed resources and help lower this ratio.

KPM #13 “Increase Water Use Reporting.” Historically, the compliance rate with reporting requirements has declined during periods without staff to send reminder letters and provide customer assistance. Reinstating this position, which the Oregon Legislature did in 2013, will provide necessary staffing to reach out to water users required to report, perform quality checks of submitted data, and provide technical assistance and analyze water use. In anticipation of the new staffing resource, the Legislature also increased the Department’s target from “70 percent of those required to report, who do so, in 2013,” to 75 percent in 2014, and 80 percent in 2015.

## **V. Conclusion**

Despite significant strides in process improvement and customer service, the Department has struggled to meet several KPM targets in recent years.

The 2013 Legislature made modest investments in the staff and resources necessary to achieve these targets.

As a result, the Department expects to see improvements in future KPMs. The Legislature, anticipating such improvements, has increased the Department’s KPM targets accordingly.

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## **WATER RESOURCES DEPARTMENT**

### **Annual Performance Progress Report (APPR) for Fiscal Year (2012-2013)**

Original Submission Date: 2013

Finalize Date: 8/20/2013

2012-2013 KPM #	2012-2013 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.
8	Fully implement the Water Resources Commissions 2000 Water Measurement Strategy
9	PROMOTE EFFICIENCY IN WATER MANAGEMENT AND CONSERVATION PLAN REVIEWS - Percent of water management and conservation plans that received a preliminary review within 90 days of plan submittal.
10	PROMOTE EFFICIENCY IN WATER RIGHT APPLICATION PROCESSING - Percent of water right applications that receive an initial review within 45 days of application filing.
11	PROMOTE EFFICIENCY IN TRANSFER APPLICATION PROCESSING - Percent of transfer final orders issued within 120 days of application filing.
12	PROMOTE EFFICIENCY IN FIELD STAFF REGULATORY ACTIVITIES - Number of places where water is legally taken out of stream and used (points of diversion) per FTE of field staff.
13	INCREASE WATER USE REPORTING

<b>2012-2013 KPM #</b>	<b>2012-2013 Approved Key Performance Measures (KPMs)</b>
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.



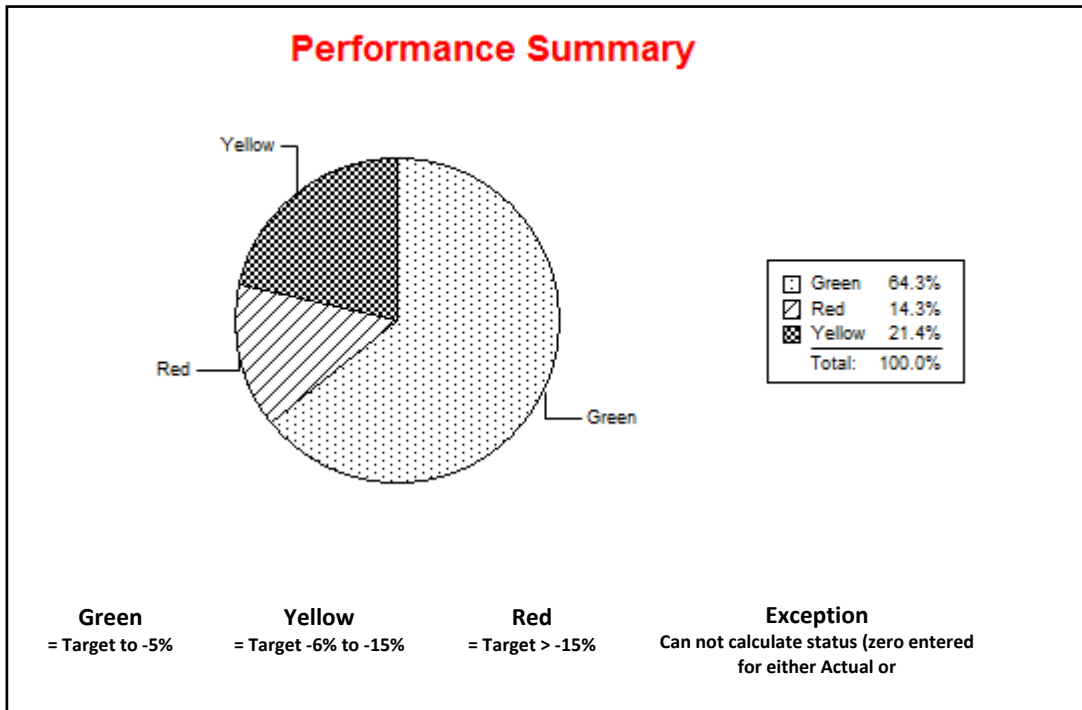
**Agency Mission:** To serve the public by practicing and promoting responsible water management.

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**1. SCOPE OF REPORT**

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

## 2. THE OREGON CONTEXT

The Water Resources Commission and Water Resources Department (WRD or “the Department”) are responsible for managing the surface and groundwater resources of the State. Managing the State’s water resources includes protecting existing rights for both instream and out-of-stream uses of water, responsibly allocating and managing water supplies, addressing new and changing supply needs, and continuing to improve our understanding of surface and groundwater resources. Nine measures (690-1 through 690-5, 690-8 through 9, and 690-12 through 690-13) relate to the practice and promotion of responsible water management, while the remaining measures relate to customer service. Allocation and management of Oregon’s water resources is based on the principle of prior appropriation. This means the first person to obtain a water right on a stream is the last to be shut off in times of low stream flow. In times of water scarcity, the water right holder with the oldest date of priority can demand the water to 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 Oregon’s early settlement and economic development.

The Department also issues water rights for protecting fish, minimizing the effects of pollution, and 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 agency’s mission and responsibilities is reflected in the diversity and number of individuals, agencies, and stakeholders that work closely with us. In addition to individual water users, the Department works closely with agricultural interests such as the Oregon Farm Bureau, Water for Life, the Oregon Association of Nurseries, and Oregon Cattlemen. Partners also include individual cities, counties, and irrigation districts: the Association of Oregon Counties, League of Oregon Cities, Central Oregon Cities Association, Oregon Water Resources Congress, Oregon Water Utilities Council, Oregon Association of Water Utilities, and Special Districts Association of Oregon. The Department works closely with its conservation partners such as The Freshwater Trust, the Deschutes River Conservancy, Klamath Rangeland Basin Trust, The Nature Conservancy, WaterWatch of Oregon, the Walla Walla Watershed Alliance, Oregon Environmental Council, Oregon Council Trout Unlimited, the Oregon League of Conservation Voters, and individual watershed councils, soil and water conservation districts, and other groups. The Department also partners with tribes, federal agencies and state natural resource and economic development agencies.

### 3. PERFORMANCE SUMMARY

KPMs MAKING PROGRESS at or trending toward 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 #690-8 – Water Measurement

KPM #690-11 - Promote Efficiency in Transfer Application Processing

KPM #690-14 - Customer Service (biennial survey)

KPMs NOT MAKING PROGRESS not at or trending toward target achievement

KPM #690-7 - Equip Citizens with Information

KPM #690-9 - Promote Efficiency in WMCP Reviews

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

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

KPM #690-13 - Increase Water Use Reporting

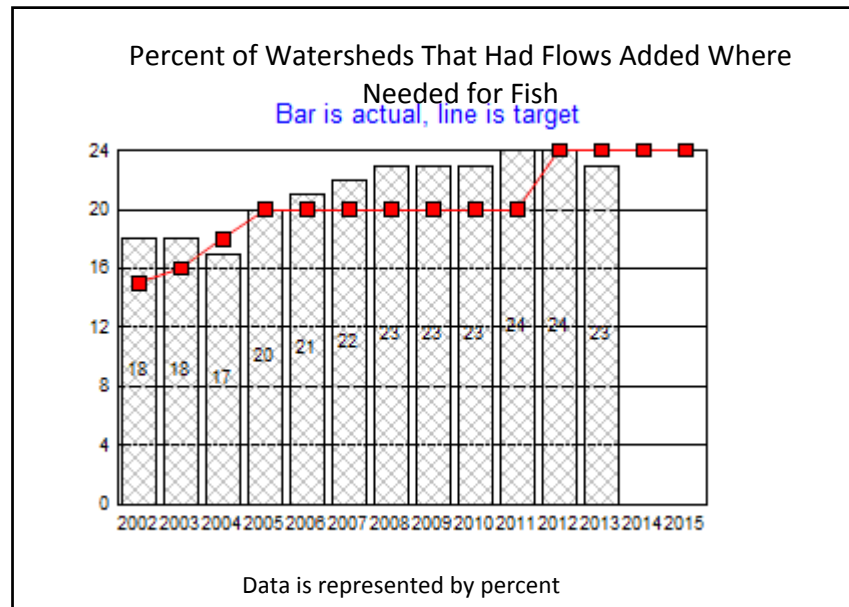
### 4. CHALLENGES

One of the state's 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 KPMs 690-4 and 690-5). Increasing competition for water resources underscores the importance of meeting Oregon's long-term water supply needs. Oregon's first Integrated Water Resources Strategy was adopted and published in 2012, providing a blueprint for the state and its partners to better understand and meet Oregon's water resource needs. Achieving our performance targets remains challenging, given 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 2011-13 legislatively approved budget includes \$20,359,297 in General Fund, \$1,195,479 in Federal Funds, and \$29,162,165 (mostly pass-through dollars) in Other Funds. The 2011-13 budget for the Water Resources Department authorized no new or increased fees to support Department operations, although fee revenues had not met projections for the 2009-11 biennium, causing the Department to leave vacant a number of fee-supported positions. Many of the remaining "Other Funds" are "pass through" funds, destined for local communities, as they develop water resource solutions. The Department provided funds to communities for the water supply, re-use, and conservation feasibility studies during 2008-09, resulting from SB 1069 (2008); this fund was re-capitalized for the 2011-13 biennium with \$1.2 million. Similarly, the Department will continue to fund the implementation of water development projects through grant and loan funding authorized by House Bill 3369 (2009). The 2011 Legislature authorized an additional \$15 million in bonding authority for loans under the HB 3369 program. The Legislature increased the Department's resources for 2013-15, which will likely translate into improved KPM performance. The Legislature also adjusted KPM targets for future years in anticipation of such performance improvements. There are four measures that track our Department's efficiency, including measures to track the Department's processing time for review of water management and conservation plans (690-9), water right applications (690-10), and for water right transfers (690-11). Another efficiency measure quantifies the workload of staff over time; Measure 690-12 tracks the number of places where water is legally taken out of stream and used per FTE of field staff. The Department has made significant progress addressing backlogs in water rights and services. To achieve our targets for efficiency measures, we have utilized technology to streamline processes and improve staff efficiency.

<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>	Lead efforts to restore and safeguard long-term sustainability of streamflows and groundwater. This performance measure is directly linked to our 2003-05 Sustainability Plan goal of implementing voluntary streamflow restoration to meet instream flow needs.	
<b>Oregon Context</b>	Agency Mission and OMB 79: Percentage of key streams meeting minimum flow rights.	
<b>Data Source</b>	Department Maintained Database and Monthly Statistical Reports	
<b>Owner</b>	Water Rights Services Division, Dwight French, 503-986-0819	



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

## 2. ABOUT THE TARGETS

The goal is to increase the percent. 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. The Department had previously reported that this KPM was not met until 2007. However, upon re-examination, it appears that we have consistently met or exceeded the target levels since adoption of this KPM. Instead of looking only at the first six months of the year, staff began to look at all 12 months of data for each year, and updated the graph accordingly. In 2012, 24 percent of watershed had flows added, where needed, for fish, meeting the 24 percent target. Cumulatively, by the end of 2012, the Department had protected a total of 2,365 cubic feet per second (cfs). This total is comprised of the following: 1) leases...1104 cfs; 2) transfers...328 cfs; 3) allocation of conserved water program...133 cfs; 4) converted hydroelectric rights...800 cfs. In the first six months of 2013, the number had already reached 23 percent.

## 4. HOW WE COMPARE

As of December 31, 2012, approximately 2,365 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 a 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, and Idaho had restored approximately 100 cfs. Montana did not have current information available at that time but reported that they had made substantial gains over the 14 cfs recorded in our 2006 survey.

## 5. FACTORS AFFECTING RESULTS

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

increased comfort level with these programs among water users. Oregon benefits immensely from well established, active conservation partners. Approximately 50 percent of Oregon's flow restoration transactions involve a third party such as the Oregon Fresh Water Trust, Deschutes River Conservancy, or Klamath Basin Rangeland Trust. The remaining 50 percent of flow restoration activities occur directly between the water right holder and

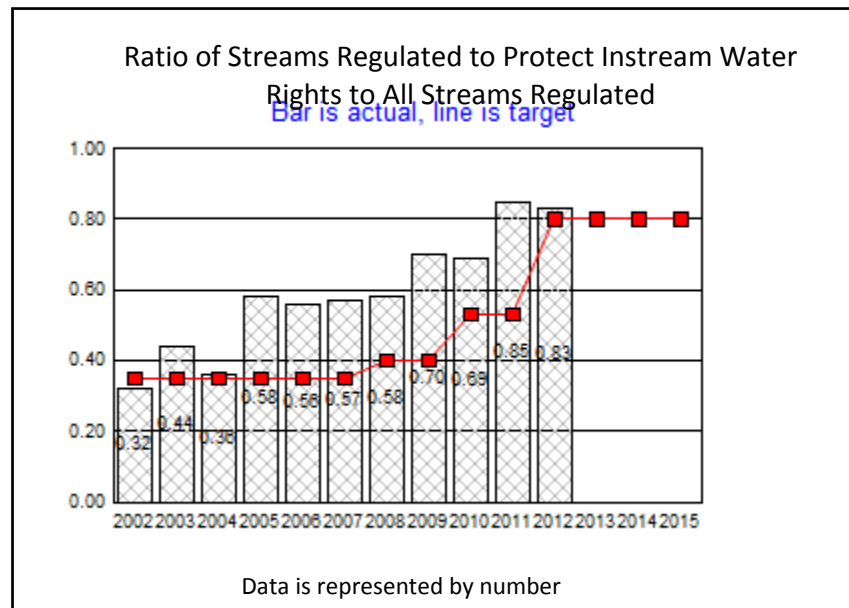
## 6. WHAT NEEDS TO BE DONE

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 calendar year and this report, published in August 2013, contains data through the end of calendar year 2012. 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.

<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>	Lead efforts to restore and safeguard long-term sustainability of streamflows and groundwater.	
<b>Oregon Context</b>	Agency Mission and OMB 79: 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 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

From 2005 through 2008, performance stabilized and exceeded targets. Since 2009, the Department has seen an increase in the ratio of streams regulated with instream water rights. This is due to better management and tracking tools for monitoring instream water. 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). 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 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. In years with high streamflows, the total number of streams regulated is very likely to go down, while in years with lower streamflows the total number of streams regulated is likely to go up because of greater need. The ratio of “streams regulated to protect instream water rights” to “all streams regulated” varies with the amount and timing of rainfall in any given year, as well as staff resources. This KPM is specific to regulation for instream water rights.

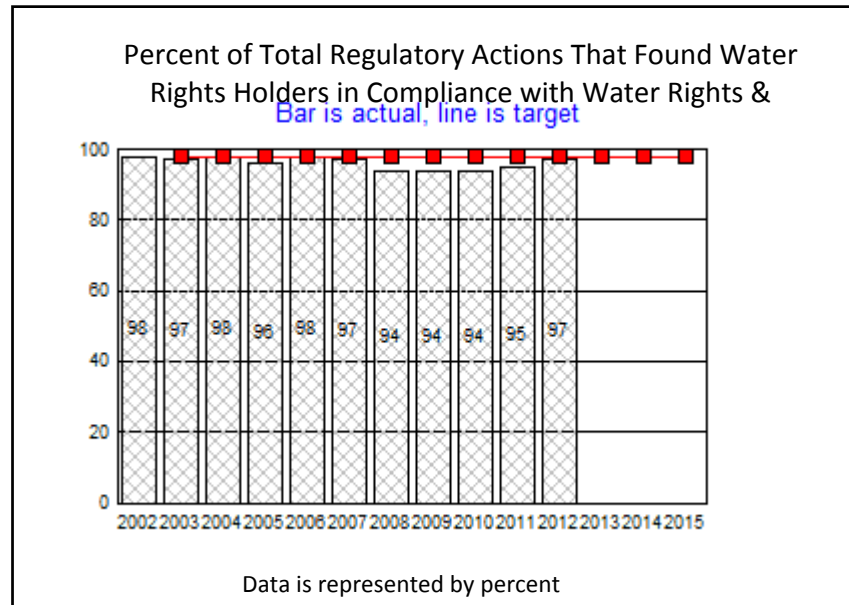
**6. WHAT NEEDS TO BE DONE**

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

**7. ABOUT THE DATA**

(Note: The Department updated all numbers in 2010, to address a calculation error.)The reporting cycle is the water year (October 1 to September 30). This report, published in August 2013, contains data through September 2012. 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 each year with detailed information by watermaster district and stream. Copies of these annual reports are made available on the agency website under "Commission Staff Reports."

<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>	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 state's water law and uphold its policies.	
<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: 1) regulating water use on streams according to the priority dates of the water rights of record and 2) preventing illegal uses of water. The Department relies heavily on voluntary compliance by water users; however, having an adequate field presence is critical to maintaining a high level of compliance. There are 20 state funded watermasters, 10 locally funded (full-time or part-time) assistant watermasters, and five state funded regional assistant watermasters. We continue to look for funding to support additional field staff to ensure adequate protection of existing water rights and effective on-the-ground management.

### 2. ABOUT THE TARGETS

The goal is to increase the percent. The targets show an expectation of a high level of voluntary compliance from water users. A high level indicates water users understand and support the distribution of limited water supplies under Oregon's water code. It indicates that water users trust the watermaster's knowledge, consistency, and integrity. When a high level of trust is attained, voluntary compliance is more likely, as observed in this measure.

### 3. HOW WE ARE DOING

In 2012, 11,486 regulatory actions were taken by field staff, and in 97 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, staffing resources, or economic factors. Prior to 2012, this measure held steady at 94-95 percent compliance, which was attributable to the addition of five new regional assistant watermasters. These five positions were added in the 2007-09 legislatively adopted budget and were in the field beginning with the 2008 irrigation season, resulting in increased identification and reporting of water users out of compliance with their rights or using water illegally. With additional staff, however, the Department has been able to work in new areas (for example: working with water users to get measuring devices installed on significant points of diversions) and work more intensively in existing areas. The end result has been to discourage violations and regain a high percentage of compliance.

### 4. HOW WE COMPARE

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

### 5. FACTORS AFFECTING RESULTS

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

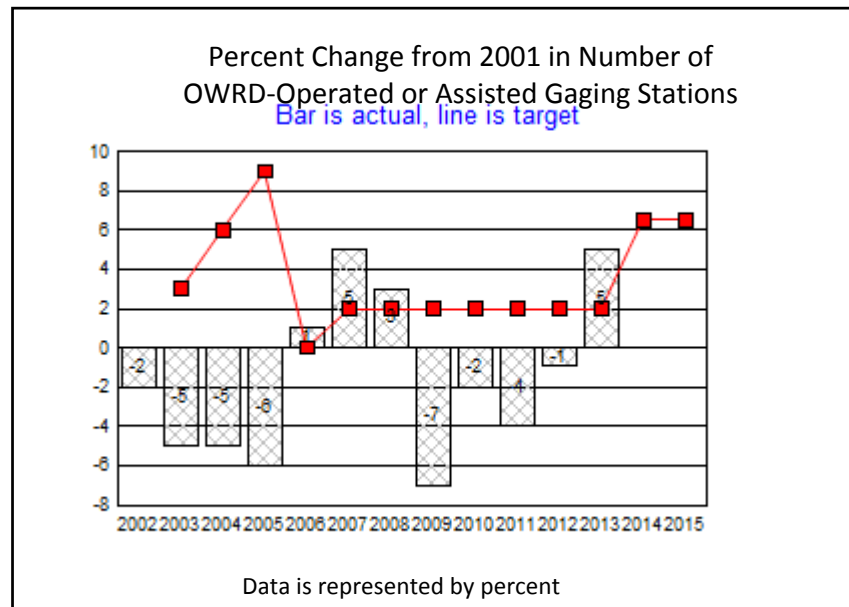
## 6. WHAT NEEDS TO BE DONE

- 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 Oregon’s water resources.

## 7. ABOUT THE DATA

The reporting cycle is the water year (October 1 through September 30). This report, published in August 2013, contains data through September 2012. 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. Informational reports are presented to the Water Resource Commission each year 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 gaging stations.	2002
<b>Goal</b>	Increase our understanding of surface water resources and the demands on them.	
<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 maintains a statewide network of gaging stations to manage surface water resources. In addition, the Department cooperates with the U.S. Geological Survey, U.S. Bureau of Reclamation, and others in collecting and sharing streamflow data. The Department continues to look for

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

## 2. ABOUT THE TARGETS

The goal is to increase the number of gages in Oregon. The target establishes a base level to meet the Department's statutory responsibility to manage the surface waters of the state. Positive numbers show that there are more gages than the 2001 standard. Negative numbers indicate fewer gages than in 2001. 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 2012-2013, the Department added 10 gages and dropped 5, for a net gain of 5 gages. Currently, the Department is operating a total of 226 gages, 5 percent higher than the 2001 benchmark.

## 4. HOW WE COMPARE

The U.S. Geological Survey (USGS), which maintains a similar network of gaging stations in Oregon, operates 221 stream gages currently. Except for gaging stations of national significance, the USGS depends on local funding for the operation of these gages.

## 5. FACTORS AFFECTING RESULTS

Five of the ten gages were added for management in the Southwest Region. Two were added for a special project in the Hood River Basin. Two were added in the South Central Region to replace one canal gage after the canal was modified. One reservoir gage was added in the East Region for safety and compliance.

Four of the five gages that were discontinued were for a special project on the Mid Coast. The other was described in the previous paragraph.

The Hydrographics, Measurement and Reporting Section has three vacancies, water measurement analyst, hydrographer, and hydrologist. Because of these vacancies, the section has seen a reduction its ability to process, publish, and archive surface water records and improve water use reporting compliance and the maintenance of the water use reporting database.

## 6. WHAT NEEDS TO BE DONE

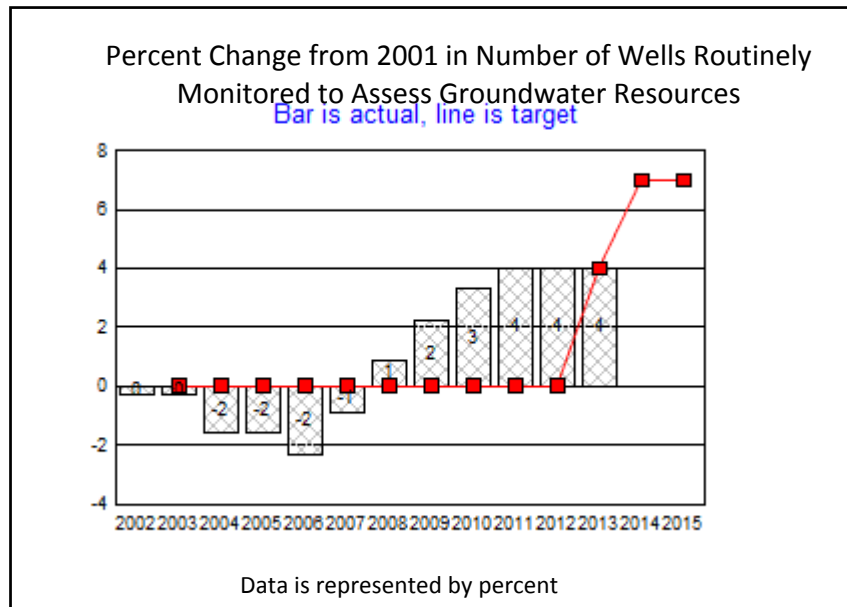
Gaging priorities for water management and distribution needs have been identified in a recent stream gage needs assessment conducted by the Water Resources Department. This evaluation identified the need for more real-time monitoring in most regions to effectively manage water in the face of growing demand and a limited supply. The evaluation identified locations where another 70 stream gages would help watermasters distribute surface water to water right holders; 30 of these gages are a high priority for regulatory, environmental, and logistical reasons. The State needs to conduct further evaluation of the hydrologic data network, including regular coordination among natural resource agencies to identify locations and conditions that require additional monitoring.

## 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 GROUNDWATER 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.	
<b>Data Source</b>	Monthly Statistical Report	
<b>Owner</b>	Technical Services Division, Brenda Bateman, 503-986-0879	



**1. OUR STRATEGY**

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

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

## 2. ABOUT THE TARGETS

The goal is to maintain or increase the positive percent change. 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 2013 reflects an increase of two wells since last year, taking the total State Observation Well Net to 365 wells. This is 4 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 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 state observation wells monitored by the Department are privately owned and long-term access is commonly an issue as the Department is dependent on well owners for access to the wells. As property changes hands, some owners discontinue their participation in the network. In these cases, the Department tries to find a suitable replacement well in the same general area. However, increasing demands for groundwater technical staff to evaluate new and more complex water use proposals across Oregon compete for the resources needed to find suitable substitutes for discontinued state monitoring wells. Therefore, the number and location of state observation wells varies somewhat from year to year. Also, over time, mechanical obstructions may prevent measurements in a well for a period of months or years until a pump is pulled or a well head is reconfigured. These wells are still considered to be "current" but may not be actively measured until physical access for measurements is re-established. As such, the number of actively measured "current"

state observation wells fluctuates from year to year. The Department tries to resolve these problems as soon as possible so that such wells represent only a small fraction of the total number of state observation wells in any given year. However, without dedicated funds to pull pumps and reestablish access, we are dependent upon the schedule and the resources of the landowner. An expanded network of dedicated observation wells drilled and owned by the State of Oregon would eliminate many of these problems.

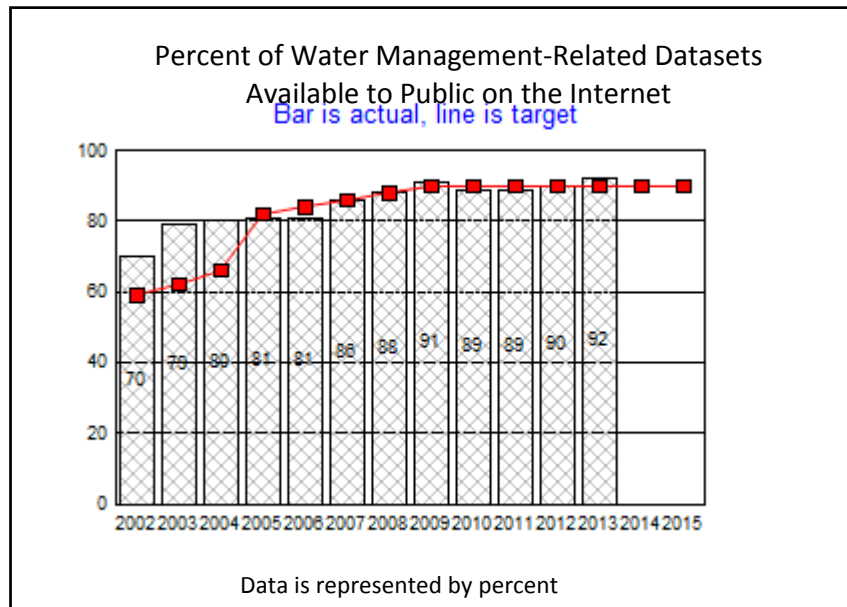
## 6. WHAT NEEDS TO BE DONE

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

## 7. ABOUT THE DATA

The reporting cycle is the Oregon fiscal year. Monitoring and analyzing water level data are important functions to assess the health of Oregon's aquifers. The State Observation Well Net is only one element in the Department's effort to address this task. Many other wells are monitored for water-level trends that are not associated with the State Observation Well Net. These other wells are monitored for basin investigations, watershed projects, and small-area water supply studies. Many of these wells also represent a commitment to gather long-term data to evaluate areas of aquifer stress in the state. Currently there are about 4,000 wells with associated groundwater level data available online. Like the State Observation Well Net 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 and technical assistance 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 percent. In order to manage a resource effectively, it is helpful to know as much about the resource as possible. While the formal target is 90 percent, 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 2012-13, 92 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. During 2012-13, the Department added the following capabilities to its on-line workspace:

1. Ability to accept public comments electronically.
2. Automated email notices of water right processing steps.
3. Online Continuing Education Certification Rules classes.
4. Updated water right mapping in Klamath and Powder Basins.
5. Klamath adjudicated claim records and mapping.

## 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

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 was on making current datasets more accessible

easier to use, and moving off of outdated systems.

The Department is still experiencing back logs, particularly in posting information related to water right transfers. This is primarily due to having two vacant positions in the Data Tech group, which have not been filled for budget reasons.

Due to the increased ease of accessing data, plus the incremental increase in data available, this KPM has experienced significant growth.

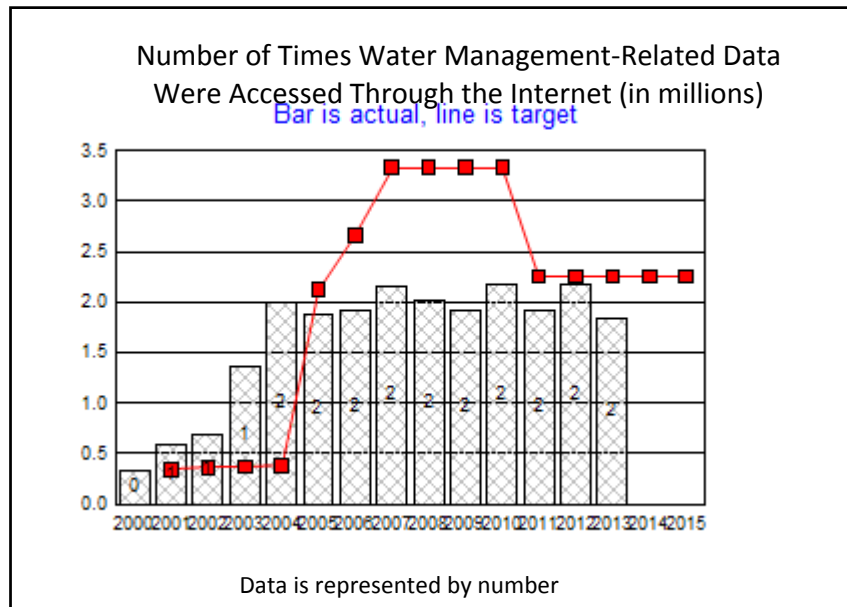
#### **6. WHAT NEEDS TO BE DONE**

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

#### **7. ABOUT THE DATA**

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

<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 and technical assistance 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 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 us 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 Department's website, which includes information such as well log transactions, hydrographic records, water availability, water rights, and the document vault. More hits are indicative of our ability to meet the needs of the customer. There should always be growth as the population continues to grow and the demands on the water resource continue to increase. The target from 2007-110 was 3.3 million hits per year. The 2011 Oregon Legislature adjusted this downward to be more realistic. Beginning in 2011, a new target of 2.25 million took effect.

## 3. HOW WE ARE DOING

In 2013, the Department experienced more than 1.8 million hits on its website. We continue to be successful in our efforts to provide information and services to our customers online and the metrics we have chosen to measure this goal in the large part, reflect that trend. Most telling is the feedback received during the Department's 2012 Customer Satisfaction Survey (see KPM #14), noting recent improvements in the Department's website and increasing the Department's scores in "availability of information" from 76 percent in 2010 to 78 percent in 2012.

## 4. HOW WE COMPARE

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

## 5. FACTORS AFFECTING RESULTS

In 2008-09, the "hits" reported were artificially inflated because of a couple of factors that have since been addressed. First, the Department's on-line mapping function yielded very high numbers. Each time a customer called up a map, zoomed, re-positioned, or turned on/off a mapping layer, the screen refreshed and this counted as a "hit." The mapping function causing these inflated numbers has been removed for this report, and the 2009 numbers have been adjusted downward as well.



Second, the Department has found that “webcrawlers” or “googlebots” were doubling the actual number of “hits.” These crawlers continuously search every page on the web and follow every hyperlink included in that page. This is so that search engines will be ready to respond with information whenever a user requests it. Webcrawlers do not represent an active search currently underway by a Department customer; they only provide the information if asked. Although time consuming to identify and subtract these hits from the total number, the Department has decided not to count hits by webcrawlers. With these adjustments in mind, this KPM has continued to improve, making gains towards the target. In June 2012, the Department's website experienced a large jump in Well Log queries (going from a monthly average of 56,000 to 556,655). This was the result of an outside project where massive numbers of well log queries were being performed. 2013 returned to a more traditional level and the monthly average was 59,000.

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

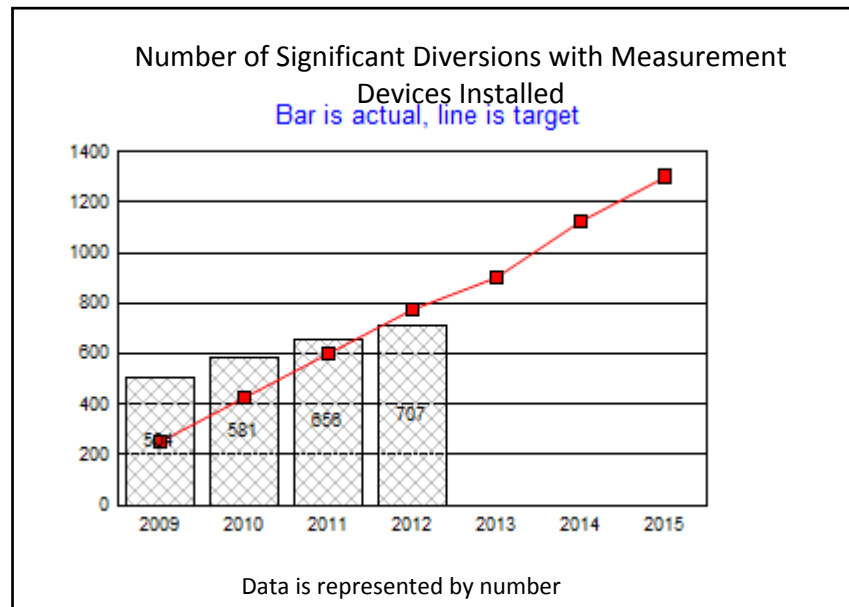
Seek out additional resources to replace the 2009 -11 reductions in the Department’s information technology staff.

## **7. ABOUT THE DATA**

The Department collects information from computer system logs to determine the number of ‘hits’ received on our web page. We do not count all traffic but focus our efforts on our dynamic content pages that serve up real-time information from our database and geospatial mapping information. We also have major parts of our web page devoted to static information resources for the public (e.g., “about us,” “contact us,” etc.).

We have not yet tried to measure our traffic against these static web pages. We currently do not have any staff devoted to developing, maintaining or improving this content. When resources become available to devote to development of the static part of our web site, we will begin to include measurements of that traffic as well. The reporting cycle is the fiscal year.

<b>KPM #8</b>	Fully implement the Water Resources Commissions 2000 Water Measurement Strategy	2009
<b>Goal</b>	Fully implement the Water Resources Commission’s 2000 Water Measurement Strategy.	
<b>Oregon Context</b>	Agency Mission	
<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 resources

scarce, the Commission wanted to “major on the majors” by prioritizing the installation of measuring devices. 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; or divert more than five cubic feet per second; or divert a high percentage of streamflow. The Department identified high priority watersheds, with the help of Oregon Department of Fish and Wildlife, as those with the greatest biological need and the greatest restoration opportunities. There are nearly 300 high priority watersheds. As a result, the Department has identified more than 2,300 significant diversions that represent about 10 percent of the overall number of diversions in high priority watersheds, and account for about 50 percent of the volume of water diverted. These diversions were inventoried by staff between 2001 and 2008. About 250 significant diversions in high priority watersheds have permits requiring them to have a measuring device installed. The remaining significant diversions in high priority watersheds do not have permit conditions that require measuring devices. The Department is working with landowners to install water measuring devices (e.g., weirs, flumes, and meters) on significant points of diversion in high priority watersheds around Oregon. Significant staff and management time was spent establishing protocols for field staff, database development, and new landowner outreach tools. The Department also works with local watershed councils, soil and water conservations districts, and tribal and federal partners to help find cost-share funds to install measuring devices.

## 2. ABOUT THE TARGETS

The Legislative goal was to have the first 250 measuring devices installed by 2009, and then, “increase the number of significant diversions with measurement devices by 175 each year, starting first with significant diversions in high priority watersheds and then moving to significant diversions statewide.” The Legislature increased the target rate of installation in 2008 and again in 2013. The Department is tracking the cumulative total and annual number of devices installed each calendar year.

## 3. HOW WE ARE DOING

This KPM was created in 2009. This is the third reporting period and updates progress through calendar year 2012. 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 707 measuring devices installed by end of calendar year 2012, which includes 51 devices installed in 2012. Each new measurement device installed represents a significant investment in staff time working with the water user and watershed groups.

#### 4. HOW WE COMPARE

The State of Washington requires the metering of surface water diversions in which there is any salmonid stock that is 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 and does not have statewide data readily available.

#### 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 the measuring device installation. Many water users recently contacted have balked at the direction to install measurement devices, citing an average \$1,000 per device. The Department used to have a capitalized cost-share fund to facilitate installation of devices through a dollar match program. Without recapitalization of the fund, the Department has had an inability to offer a cost incentive, slowing progress on this KPM. (Funding restored by the 2013 Legislature should have a detectable effect in the August 2014 report).

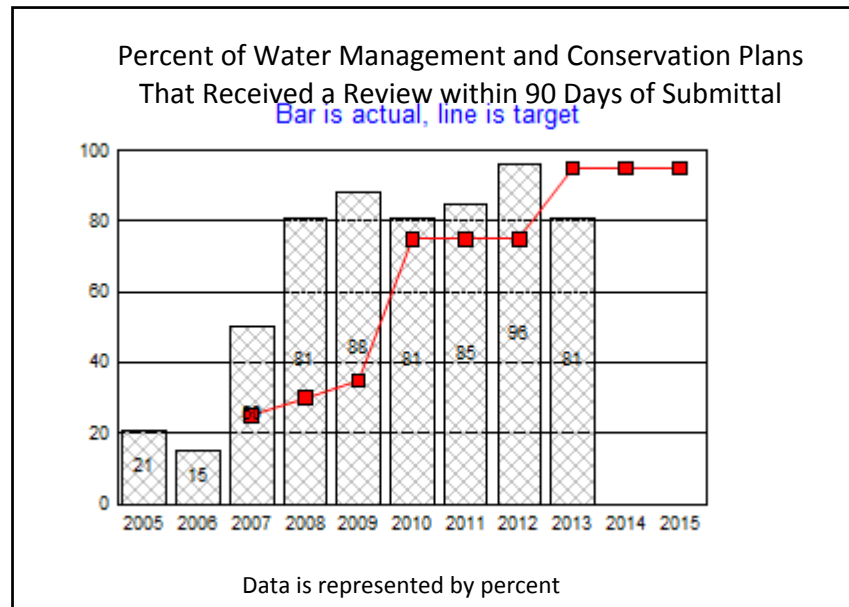
#### 6. WHAT NEEDS TO BE DONE

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

#### 7. ABOUT THE DATA

The reporting cycle is the calendar year. Field staff submit data quarterly or more frequently to the database coordinator for entry into the database. Installation of measuring devices typically occurs before or after 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	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Department Maintained Database and Query	
<b>Owner</b>	Water Rights Services Division, Dwight French, 503-986-0819	



**1. OUR STRATEGY**

Ensure adequate staff resources so that water management and conservation plans submitted to the Department are reviewed in a timely manner, 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 provide online resources and guidance materials to assist water suppliers in preparation of their plans.

## 2. ABOUT THE TARGETS

The Water Resources Commission has a statewide policy on conservation and efficient water use. Municipal water providers and irrigation districts submit water management and conservation plans to the Department, either voluntarily or due to a water right permit condition or other requirement. These facilitate water supply planning and encourage water conservation and efficient use of the state's water resources. For municipalities, the plans can also be linked to their ability to initiate or increase existing diversions of water. For the water management and conservation plan program to be effective, the Department must review and issue final orders on plans in a timely fashion. The Legislature raised targets from 75 percent in 2010-12 to 95 percent for 2013-15.

## 3. HOW WE ARE DOING

For water management and conservation plans received from July 2012 through June 2013, 81 percent of the plans were reviewed within the 90-day goal. This is a decrease of 15 percent compared to FY 2012. This drop in performance, combined with an increase in targets, means the Department missed its target in this KPM for the first time. The regression from FY 2012 to FY 2013 is a result of several first-time plan submittals of low quality (i.e., more time-consuming to review) and having only 1 FTE assigned to review the plans. Water Management and Conservation Plan updates from the municipalities continue to improve in quality, and are demonstrating increased efficiencies in managing water, preparing for emergencies (curtailment plans), and long-term water supply planning consistent with their comprehensive plans.

## 4. HOW WE COMPARE

The state of Washington adopted rules in 2006 for water management and conservation statutes for municipalities, 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 Master Plans that are required every six years. The program is administered by the Drinking Water Program, which employs six planners to review the documents, at an average rate of 20 per person per year. Similar to Oregon's annual water use reporting, the state of Washington requires submittal of an annual water use efficiency (WUE) report, under which water suppliers may report on measures being implemented to achieve their WUE goal; Oregon's standard requires a five-year progress report on the implementation of conservation measures. Washington also requires that water suppliers meet a standard of 10 percent or less unaccounted-for

water; while Oregon requires water suppliers to meet a minimum standard of 15 percent unaccounted-for water, and in certain circumstances, to implement additional conservation measures to work toward 10 percent or less unaccounted-for 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.

## 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 for the preparation of Water Management and Conservation Plans. These are available electronically from the Department. Since 2007, there has continued to be an increase in the number of plans submitted electronically to the Department, which helps the Department meet deadlines. 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 so that water suppliers can “share” their conservation and outreach materials with municipal counterparts around the state of Oregon. The hope is that this conservation “share-house” will become a useful resource full of good ideas and examples that cities can readily access, customize to fit their own needs, and implement to achieve real water savings. The Department also offers educational workshops that provide guidance for developing water management and conservation plans. In June 2011, the Department completed a second model agricultural plan with one of the irrigation districts, which is now available on the Department’s web site. The guides, model plans and outreach materials, as well as the Conservation Share-House webpage, are available on the Department website:

[http://cms.oregon.egov.com/OWRD/Pages/Conservation\\_Sharehouse.aspx](http://cms.oregon.egov.com/OWRD/Pages/Conservation_Sharehouse.aspx). Additional agricultural guidance can be accessed at:

[http://cms.oregon.egov.com/OWRD/Pages/mgmt\\_ag\\_wmcp.aspx](http://cms.oregon.egov.com/OWRD/Pages/mgmt_ag_wmcp.aspx).

## 6. WHAT NEEDS TO BE DONE

The Department surpassed its target during the past six years and looks forward to doing so again in the future by continuing our educational outreach efforts. The Department is also endeavoring to update the municipal Water Management and Conservation Plan guidebook to provide better direction and guidance for elements that are consistently problematic and/or deficient in submitted plans.

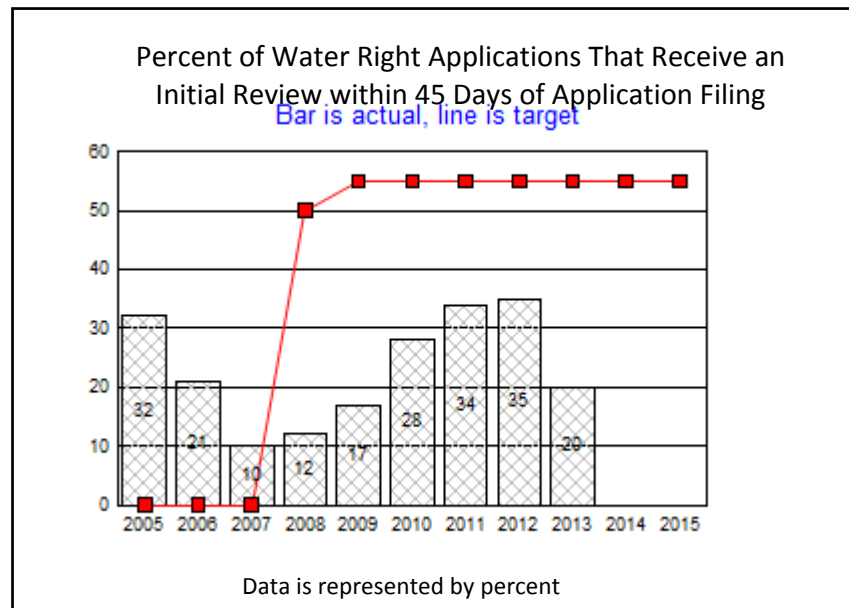
## 7. ABOUT THE DATA

The Department maintains a database on the status of water management and conservation plan processing. The reporting cycle is the fiscal year. FY 2013 percentages are based upon the number of water management and conservation plans (properly noticed with all affected local governments) that received

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.



<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.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Monthly Statistical Report	
<b>Owner</b>	Water Rights Services 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 processing steps, removing unnecessary steps, revising certain processes, and implementing technological improvements.

## 2. ABOUT THE TARGETS

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

## 3. HOW WE ARE DOING

Since 2007, the Department has implemented a number of streamlining procedures that have improved our record in this area. The percentage overall has increased from a low of 10 percent in 2007 to a high of 35 percent in 2012, with a dip to 20 percent in 2013. Overall application processing times for storage and surface water applications have improved significantly. Sixty-seven percent of storage applications received initial review within 45 days, compared to 27 percent in the 2009 report. Similarly, 73 percent of surface-water applications received a 45-day review. In 2012-13, however, only three percent of groundwater applications received an initial review within 45 days. Groundwater applications require a technical review from the Groundwater Section and typically represent the most complex applications.

## 4. HOW WE COMPARE

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

## 5. FACTORS AFFECTING RESULTS

Surface Water Applications. As noted above, most surface-water applications are processed in a timely fashion.

Groundwater Applications. The primary factor in processing times comes from the time necessary to obtain a technical review of groundwater applications, which represent two-thirds of all incoming applications requiring an initial review. Only three percent of groundwater applications were processed within 45 days during 2012-13, compared to 82 percent of storage applications and 59 percent of surface water applications. Another contributing factor to the low percentage for this metric in 2012-13 was a 50 percent reduction in application processing staff (from two to one caseworker)

due to budget cuts. The average time to complete the initial review for groundwater applications, however, continues to improve however from 240 days in 2006-07, to 162 days in 2011-12, to 139 days in 2012-13. In the meantime, the complexity of reviews continues to increase. Unlike surface-water 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 relative to that of surface water. Some applications also require complex mitigation offsets that require extensive review and multiple time-consuming meetings with stakeholders in an attempt to find a way to allow a new allocation while protecting senior water rights and public-interest considerations.

Groundwater staff spent substantial time during 2012 responding to requests for groundwater limited licenses, drought permits, and requests for information in the Klamath Basin. (These activities lay outside of the work measured by this KPM.) Additional groundwater staff authorized by the 2013 Legislature will help the Department make improvements in this area.

## 6. WHAT NEEDS TO BE DONE

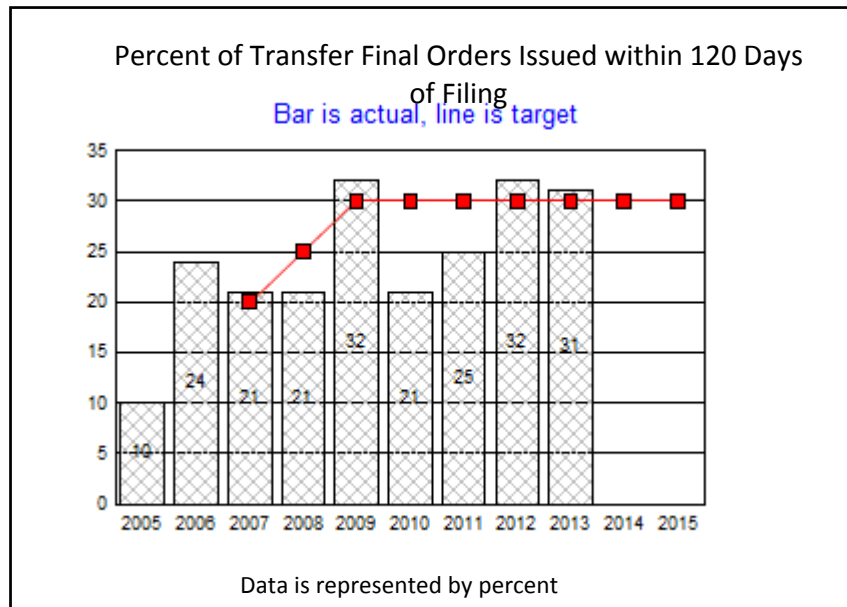
Surface Water Reviews. Already, WRD has improved review time for surface-water applications by using technology to gather much of the necessary background information. Any further reductions in time required will likely come from ongoing improvements in the use of information technology. WRD will continue 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.

Groundwater Reviews. The ability to get timely groundwater reviews continues to be a challenge in meeting this performance metric overall. The purpose of a groundwater review is to protect senior water-right holders—both surface water and groundwater. Any delay in obtaining the hydrogeological review that must occur before groundwater applications can be processed makes the statutory 45-day requirement for issuance of an Initial Review very difficult to meet. Additional gains will be made through the provision of additional staff resources in the Groundwater Section.

## 7. ABOUT THE DATA

The data are collected through application-specific workflow-tracking databases. 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.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Department Maintained Database and Query	
<b>Owner</b>	Transfer and Conservation Section, Water Rights Services Division, Dwight French, 503-986-0819	



**1. OUR STRATEGY**

Continue to streamline the processing of transfer applications, use technological improvements to more quickly and accurately prepare approval orders, refine application review processes to eliminate duplication of effort, and provide assistance to transfer applicants in submitting complete and accurate

transfer applications.

## 2. ABOUT THE TARGETS

The intent with this KPM is to increase the 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 had a large, but shrinking backlog of transfer applications, dating as far back as 1993. The Department made progress toward this goal by reducing the number of pending transfer applications to 225 as of June 30, 2013. Our goal is to reduce the number of pending applications to less than 200, at which point staff will be able to take on processing of new applications as soon as they are filed. The Department received 187 transfer applications during the reporting period and processed 188 pending applications, including several of the oldest applications. During the entire reporting period, 31 percent of pending transfers receiving final orders were finished within 120 days of the date the application was filed, achieving the KPM target despite the loss of one full-time person for six months.

## 4. HOW WE COMPARE

All states in our region are striving to reduce backlogs and improve processing times in spite of tight budgets and staff reductions. Oregon appears to compare favorably with neighboring states in addressing and resolving these issues. Washington budget cuts in recent years had reduced processing staff by 25 percent, causing the backlog of applications for changes to water right to grow to 1,200. However, with promise of additional funding in the 2013 Washington budget and use of the Lean process to improve efficiency, 297 "change" applications were processed in FY 2012, and 243 new applications were filed, reversing the trend. Idaho received 209 transfer applications and resolved 290 during FY 2012, leaving a backlog of 120 (down from 524 in September 2007). However, Idaho's progress has come at a cost, because prioritizing the work of a small staff in favor of transfers has resulted in increased backlogs in other program areas. Montana's new process for reviewing water right and permit changes instituted in 2009 is quite similar to Oregon's. It requires the identification of any deficiencies within 180 days of receipt of an application, and then issuance of a Preliminary Determination within 120 days of determining the application is correct and complete. Montana also experienced a decrease in applications for changes to water rights in the last few

years and had a backlog of 65 applications as of August 2011.

## 5. FACTORS AFFECTING RESULTS

During the 1990s, the Department developed a significant backlog of pending transfer applications (reaching a high of 760), partly due to the number of incomplete and incorrect applications that were filed. During that time period, the Department focused efforts on reviewing the more straightforward applications, with the more complex transfers falling further behind. This caused the average time from receipt of an application to issuance of the final order to increase. As the backlog is further reduced, the percentage of final orders that can be issued within 120 days of filing will increase. In 2009-2010, the Department analyzed the causes of delay in processing, and as a result, streamlined the work process and re-designed the application forms with stakeholder input, to make the forms more user-friendly. This has resulted in fewer application deficiencies, which increases the chances that a new application can be processed within 120 days once a staff person begins the review. As the backlog drops near the 150-200 level, staff are processing as many new applications as possible within 120 days, while at the same time continuing to finish processing the older applications.

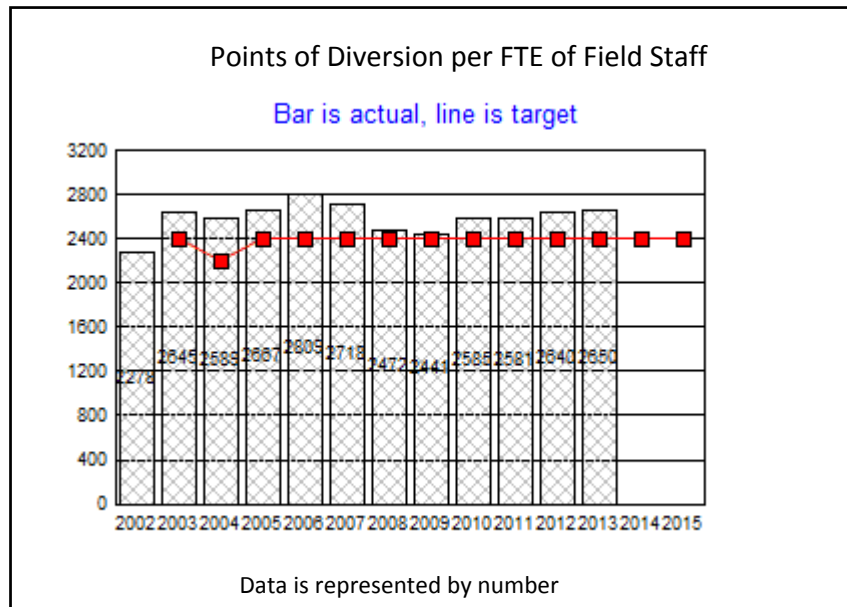
## 6. WHAT NEEDS TO BE DONE

In addition to striving to get the backlog down below 200, the Department continues 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 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.

<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 is operating efficiently and 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 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-ground water 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 state's 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 state's water resources. A lower number indicates a higher probability of being able to manage the state's water resources effectively.

## 3. HOW WE ARE DOING

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

## 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 sometimes when water right transfers are completed. With such increases, we see an increasing number of PODs associated with each field staff FTE. Additional staffing capacity provided by the 2013 Legislature will provide needed resources and help lower this ratio.

## 6. WHAT NEEDS TO BE DONE

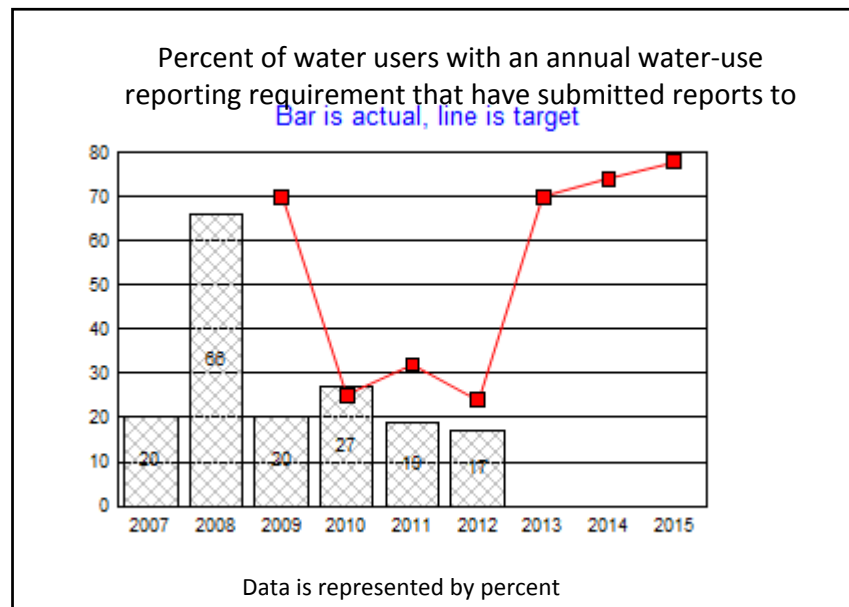
While we moved closer to meeting our goal for this measure in 2008 and 2009, our trend reversed in 2010 as three field positions were eliminated in the 2009-11 legislatively adopted budget. The number of diversions per position edged higher in 2012 and 2013 with the loss of another position and an increase in diversions. The Department must continue to seek funding to support additional field staff to ensure adequate protection of existing water rights and effective on-the-ground water management.



**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	2009
<b>Goal</b>	Description: Measured by the percent of water users with an annual water-use reporting requirement that has submitted their reports to the Department. Goal: To ensure that all required water-use reports are submitted.	
<b>Oregon Context</b>	Agency Mission	
<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 results 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 the past, when the Department's water use reporting position was funded and filled, staff mailed an annual reminder with the appropriate forms and instructions for recording and entering water use information online or in hardcopy, and then followed up with a personal phone call when necessary.

## 2. ABOUT THE TARGETS

Legislative targets are to "increase the percent reporting by 5 percent each year." When this measure was established and targets set, the Department still had funding authority for this position, and the target for 2009 would have been 70 percent. However, the 2009 Legislature removed funding for this position, dropping the reporting results back to 20 percent, commensurate with results before the position was filled. Subsequently, the target for 2010 is 25 percent, the target for 2011 is 32 percent, and the target for 2012 calculates to 24 percent.

## 3. HOW WE ARE DOING

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

## 4. HOW WE COMPARE

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

## 5. FACTORS AFFECTING RESULTS

Budget reductions in the 09-11 biennial budget eliminated the Water Use Reporting Coordinator position, which is critical to the success of this program. Loss of this position has also reduced the Department's ability to send reminder letters, as well as process reports that are submitted. The Department's online reporting system has helped, but there is only limited technical assistance available for new customers or those with questions. The seven percent reporting increase during the 2010 water year may be attributed to several factors. During 2010-11, the Department updated the web page with

additional answers to frequently asked questions (FAQs), which helped customers who were trying to submit data. In addition, we set up on-line accounts for new users and tried to respond to questions asked by phone or email. However, reporting compliance levels fell back to 2009 levels in the 2011 and 2012 water years, suggesting that the impact of these measures has been relatively short-lived.

## **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 will provide necessary staffing for outreach to water users required to report, perform quality checks of submitted data, provide technical assistance, and analysis of water use.

## **7. ABOUT THE DATA**

The reporting cycle is the water year (October - September). Data for government entities are available from the Department's web site.

<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 random sample of WRD customers who had received final decisions within the past fiscal year.	
<b>Owner</b>	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

The goal is to increase the percentages. This is a biennial survey, and this is the fourth 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 62 percent of respondents rating service as good or excellent. This is a four percent improvement since the last survey, perhaps as a result of the backlogs the Department has systematically addressed during the past several years. Open-ended questions, designed to gather more detail about the above categories, yielded comments that support this theory, with repeat customers making comments such as “I have seen steady improvement within the last couple of years,” and “timeliness has changed; when there was a backlog problem, it was a big mess.”

The vast majority of comments focused on the continued need for timely processing. Some respondents do understand that timeliness is directly related to funding for staff positions, with one participant noting: “I know that WRD is swamped and there really isn’t anything they can do to make things go faster.”

Several respondents noted dissatisfaction with cumbersome rules, poor communication, and fees. Many of the positive comments focused on a professional staff, helpfulness, good communication, and greatly improved information on-line.

Seventy-six percent of customers surveyed rated WRD’s overall services as good or excellent in Fiscal Year 2011-12. “Helpfulness” is the most highly rated individual service provided. Eighty-three percent of respondents rated “helpfulness” as good or excellent, followed by expertise (81%), availability of information (78%), and accuracy (77%).

## 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 receives lower scores than other agencies. For “timeliness,” 62 percent of the Department’s customers reported a “good” or “excellent” rating, compared to 66 percent for customers of the Department of Environmental Quality’s (DEQ).

## 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 eliminate backlogs in pending permit, certificate, and transfer applications, and some of the customers receiving final decisions during 2012 were part of a backlog that stretched back for several years. 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..... Water Resources Department Director’s Office
- c) Date Last Conducted..... May 29 - June 15, 2012; the next survey is scheduled for 2014.
- 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 2011-12 fiscal year.
- e) Sampling Frame..... Customers who received a final decision during 2011-12, who also provided phone numbers.
- f) Sample Characteristics..... Sampled Population = 575; Responses = 218; Response Rate = 38 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> Brenda Bateman	<b>Contact Phone:</b> 503-986-0879
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<b>Alternate:</b> Phillip Ward	<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.**

<p><b>1. INCLUSIVITY</b></p>	<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 it 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 new and modify measures.</p> <p>* <b>Stakeholders:</b> [See below.]</p> <p>* <b>Citizens:</b> WRD did not work directly with stakeholders and citizens in developing its performance measures, but is interested in such opportunities as additional measures are created and existing measures are modified.</p>
<p><b>2 MANAGING FOR RESULTS</b></p>	<p>Measuring performance is an important tool for managing our Department. At the program level, performance measures help us adjust processes and priorities to prevent bottlenecks and to strategically focus our resources. Our measures have also been useful at the individual staff level. For instance, in response to 690-1, our watermasters annually identify and report key activities in watersheds where flow restoration is a priority. Our performance measures are also important in strategic planning and developing legislative concepts and policy option packages. For example, 690-9 through 690-11 provide valuable information on workload trends in key program areas. As we track progress for these and other KPMs, we continue to look for ways to expedite and streamline our activities. 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.</p>
<p><b>3 STAFF TRAINING</b></p>	<p>Informally, managers and administrators have worked with staff in developing work plans and have used various workload metrics and our performance measures to identify priorities. During the past few years, senior staff members have visited with their counterparts in other agencies to share more about successful operational streamlining techniques. During 2009, two Divisions, the Water Rights Administrative Division and the Field</p>



	<p>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.</p>
<p><b>4 COMMUNICATING RESULTS</b></p>	<p><b>* Staff :</b> 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.</p> <p><b>* Elected Officials:</b> The Department anticipates that it will present the results of its performance measures as part of its budget presentation to the Ways and Means Committee during the 2015 Legislative Session.</p> <p><b>* Stakeholders:</b> [See below.]</p> <p><b>* Citizens:</b> The Department has created a web page entitled "Priorities &amp; Performance." This web page houses our performance measures summary and annual report, our Sustainability Plan developed in response to Executive Order 03-03, and our Customer Service Plan and Regulatory Streamlining Plan and Report developed in response to Executive Order 03-01. The website can be accessed at the following: <a href="http://www.wrd.state.or.us/OWRD/law/performance.shtml">http://www.wrd.state.or.us/OWRD/law/performance.shtml</a>. The purpose of this website is to increase awareness of these initiatives and allow stakeholders and the public to track what the Department is accomplishing with its resources. The website contains links to the Department's current and previous performance measurement reports.</p>