



# Oregon


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## Water Resources Department

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### MEMORANDUM

TO: The Oregon Water Resources Commission

FROM: Phillip C. Ward, Director 

SUBJECT: Agenda Item G, March 6, 2014  
Water Resources Commission Meeting

### Internal Performance Metrics

#### I. Introduction

Key Performance Measures are formal metrics established by the Legislature. The Department reported on its progress towards Key Performance Measures at the November 2013 Commission meeting, where Commissioners asked the Department to provide some examples of performance measures that the Department tracks and monitors internally. This staff report provides an overview of some of the internal performance metrics the Department monitors to evaluate performance and appropriately manage workloads.

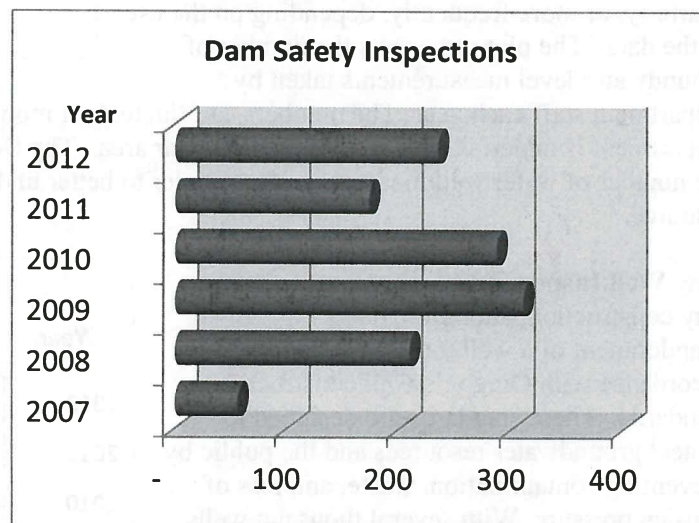
Performance data for 2013 is provided below as available; however, in most instances, the data for 2013 is in the process of being compiled.

#### II. Discussion

##### Dam Safety Inspections

The construction and repair of dams can be extremely expensive, and they require regular inspection to determine if actions are required to keep them safe. This is especially true of high hazard dams—those where, in the event of a dam failure, fatalities are likely.

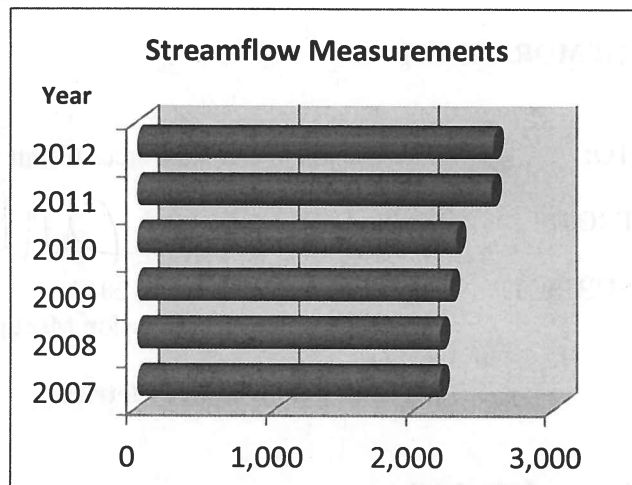
OWRD has lead inspection responsibility for 940 dams. High hazard dams have annual inspections, while significant hazard dams are inspected every two to three years, and low hazard dams are inspected every five to six years. At the present time, there are 129 high hazard dams in Oregon.



Oregon's dam safety engineer is assisted in the field by the Department's Watermaster corps. The graph shows the total number of dam safety inspections each year. In past years, the number of inspections has fluctuated due to a low number of inspections in 2007, followed by several years in which the Department focused resources to get all dams inspections back on a regular schedule. As a result, the Department expects that these numbers will be more consistent in future years, in accordance with the inspection schedule.

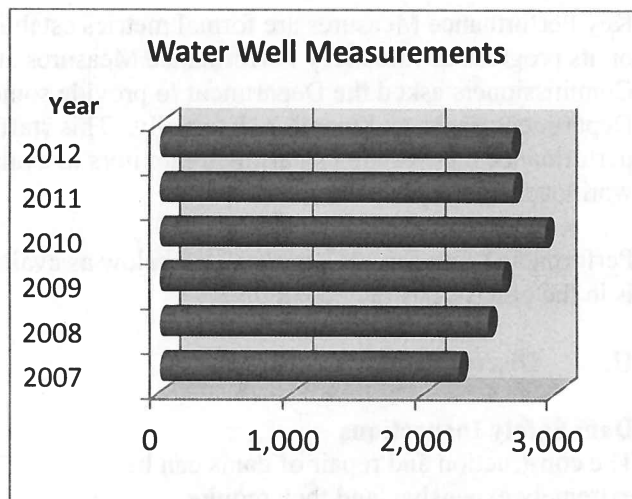
**Streamflow Measurements**

Oregon’s water resources, by their very nature, are ever-changing and water resources managers need up-to-date surface water measurements in order to manage the resource and make sound decisions. This requires obtaining both baseline conditions and monitoring trends over time. Surface water measurements provide information on the streamflow at a specific location at a specific point in time. These measurements are taken by staff members who are physically at the stream site, or from surface water gaging stations. The Department’s goal is to maintain or increase the number of streamflow measurements taken each year.



**Water Well Measurements**

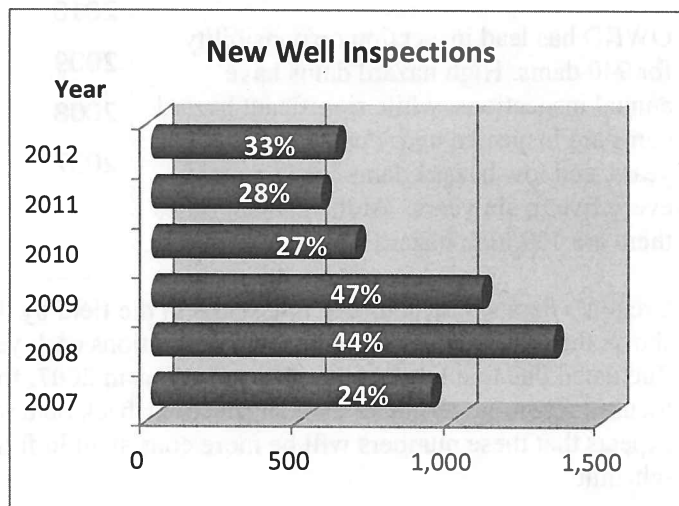
Accurate well location and water level data measured at state observation wells and miscellaneous project wells are critical to assess Oregon’s groundwater resources. According to a 2007 survey of county planners, 85 percent of respondents indicated a need for more information on the availability of water supplies in their communities, specifically groundwater. These results were confirmed in a 2011 survey of county commissioners.



Measurements in wells may be taken annually, quarterly, or more frequently, depending on the use of the data. The plot represents the number of groundwater level measurements taken by Department staff each year. The numbers can fluctuate if monitoring wells are decommissioned, or if the Department is undertaking a study in a particular area. The Department’s goal is to maintain or increase the number of water well measurements, in order to better understand and manage the groundwater resource.

**New Well Inspections**

Any construction, alteration, deepening, or abandonment of a well must be done in accordance with Oregon’s well construction standards. These standards are designed to protect groundwater resources and the public by preventing contamination, waste, and loss of artesian pressure. With several thousand wells drilled each year, state oversight is critical to ensure wells are constructed using proper methods, materials, and equipment.



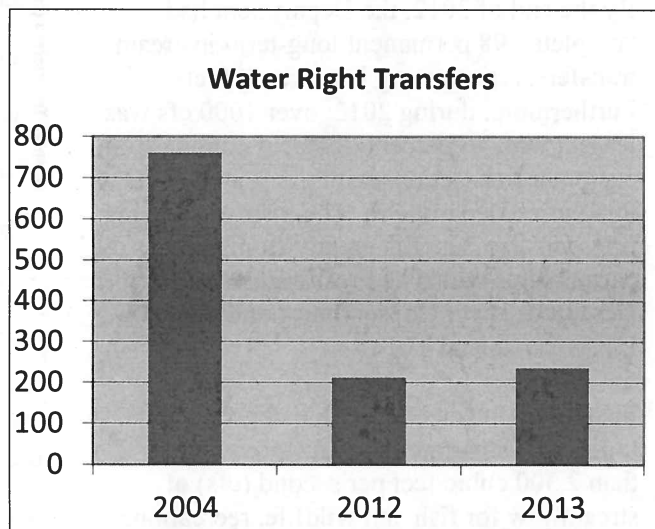
To oversee well construction, the Department has created a well inspection program that consists of Salem staff as well as inspectors in

the field. Under this program, the Department inspects a minimum of 25 percent of all new water wells drilled in the State. The plot shows the number of new water wells inspected each year, counting each well only once even if multiple site visits occurred. The number of well inspections completed has fluctuated based on staff resources.

### Processing of Water Right Transfers

A water right transfer allows for a change in the place of use and point of diversion. Certificated water rights may also use a transfer to change the type of use. Water right transfers are an important tool that provides flexibility in the management of water, and allows for water rights to be modified in accordance with changing conditions. In order to transfer a water right, the transfer cannot enlarge the amount of water used in the right, or result in injury to other existing water right holders.

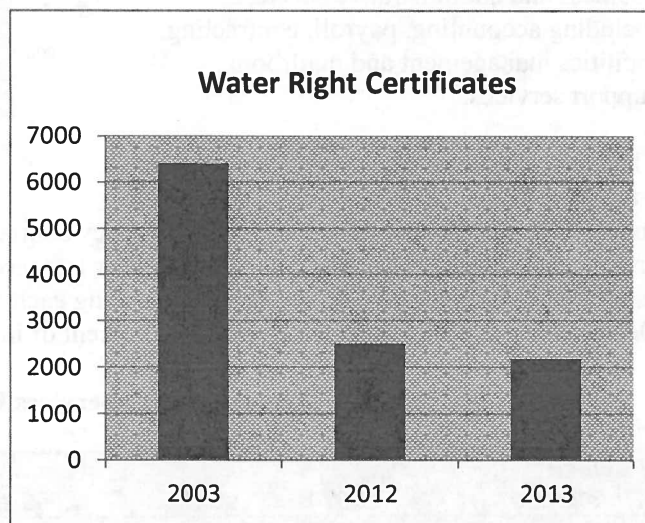
The Department has undertaken a number of actions to reduce a 2004 backlog that had reached about 760 applications. At the end of 2012, pending transfers had dropped to 201. However, during 2013, all of the transfer staff moved into different positions within the agency. The temporary vacancies and the time necessary to train new staff caused the number of pending transfers to rise to 235 by the end of 2013. The Department expects that this number will begin to decline as new staff develop more experience.



### Processing of Pending Water Right Certificates

A water right permit authorizes the holder to develop water infrastructure and begin putting the water to use. After development of the works, a water user must "prove up" on the right, by providing evidence that the use of the water has been completed in accordance with the permit. Obtaining a water right certificate is the final step to "perfect" a water right, and provides the water right holder with greater management flexibility. For example, unlike water right permits, a holder of a certificated water right can transfer the water right to a different use.

In 2003, the Department had a backlog of more than 6,400 pending claims for certificates. Through a number of Department process improvement efforts, the Department has continued to reduce the backlog over the years. In 2013, the Department processed more than 900 certificates, reducing the backlog to 2,173.



### Instream Flows

As outlined in Department's mission statement a key goal is to restore and protect streamflows and watersheds in order to ensure the long-term sustainability of Oregon's ecosystems, economy, and quality of life. The Department tracks instream flow restoration accomplishments including the amount of flows restored per year using instream leases, instream transfers, and allocations of conserved water.

As shown in the following graphs, the Department has made great strides towards restoring instream flows over the years.

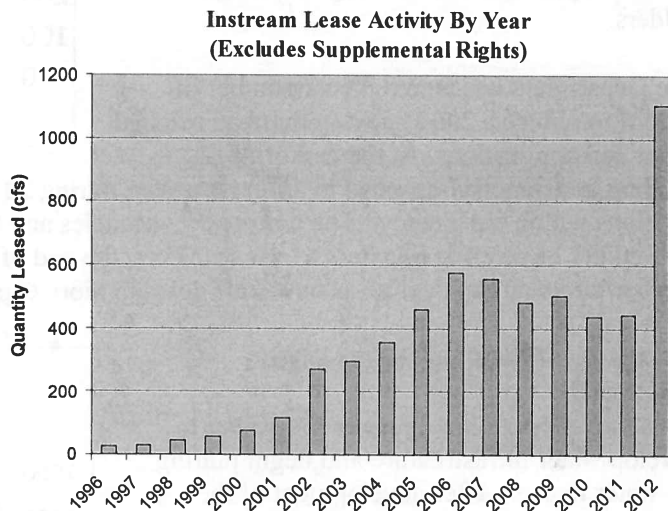
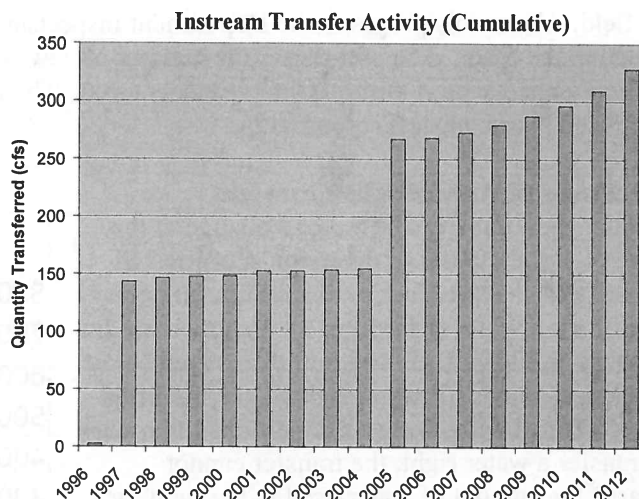
By the end of 2012, the Department had completed 98 permanent long-term instream transfers, representing just over 320 cfs. Furthermore, during 2012, over 1000 cfs was leased, with 46 percent of leases coming from customer transactions with the Water Resources Department. The instream leasing program also benefits greatly from active partnerships with The Freshwater Trust, Deschutes River Conservancy, and Klamath Basin Rangeland Trust.

In sum, by the end of 2012, using various tools, the Department had restored more than 2,300 cubic feet per second (cfs) of streamflow for fish and wildlife, recreation, and pollution abatement.

**Timely Payment of Invoices**

The Administrative Services Division is responsible for providing the Department’s business and administrative services, including accounting, payroll, contracting, facilities management and mailroom support services.

The Division is required to pay invoices in a timely manner. These invoices are for supplies, licenses and data, services, inter-agency contracts, and more. State agencies have 45 days to pay an invoice prior to the assessment of interest for late payment. As shown in the table on the next page, a sampling of more than 4,000 invoices paid during each annual period since 2007, shows that the Department exceeds the target, paying 100 percent of invoices in less than 30 days in recent years.



**Administrative Services Payment Timeliness**

Payment Timeliness	2007	2008	2009	2010	2011	2012	2013
5 days	74%	66%	72%	75%	91%	83%	91%
5-10 days	17%	17%	16%	14%	4%	12%	8%
10-15 days	3%	10%	7%	10%	4%	4%	1%
15-20 days	2%	2%	2%	1%	2%	1%	0%
20-30 days	2%	4%	3%	0%	0%	1%	0%
30-45 days	1%	0%	1%	0%	0%	0%	0%
> 45 days	0%	0%	0%	0%	0%	0%	0%

% within 30 days	99%	100%	99%	100%	100%	100%	100%
% within 15 days	95%	94%	94%	99%	98%	98%	100%

#### **IV. Conclusion**

In addition to the Key Performance Measures, the Department monitors a number of internal metrics to evaluate performance, identify potential opportunities for improvement, and appropriately manage workloads.

#### **V. Alternatives**

The Commission may consider the following alternatives:

1. Endorse the Department's internal performance indicators and request that the Department provide periodic updates on these indicators.
2. Direct staff to provide more information on internal performance indicators and how they are used.

#### **VI. Recommendation**

The Director recommends alternative 1, to endorse the Department's internal performance indicators and request periodic updates on these indicators.

