

# Water Resources Department Annual Performance Progress Report (APPR) for Fiscal Year 2006-07

2007-09 Budget Form 107BF04c

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[http://www.oregon.gov/DAS/OPB/GOVresults.shtml#Annual\\_Performance\\_Reports](http://www.oregon.gov/DAS/OPB/GOVresults.shtml#Annual_Performance_Reports).

## Agency Mission

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

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# ABOUT THIS REPORT

## Purpose of Report

The purpose of this report is to summarize the agency's performance for the reporting period, how performance data are used and to analyze agency performance for each key performance measure legislatively approved for the 2005-07 biennium. The intended audience includes agency managers, legislators, fiscal and budget analysts and interested citizens.

1. PART I: EXECUTIVE SUMMARY defines the scope of work addressed by this report and summarizes agency progress, challenges and resources used.
2. PART II: USING PERFORMANCE DATA identifies who was included in the agency's performance measure development process and how the agency is managing for results, training staff and communicating performance data.
3. PART III: KEY MEASURE ANALYSIS analyzes agency progress in achieving each performance measure target and any corrective action that will be taken. This section, the bulk of the report, shows performance data in table and chart form.

## KPM = Key Performance Measure

The acronym "KPM" is used throughout to indicate **Key Performance Measures. Key performance measures are those highest-level, most outcome-oriented performance measures that are used to report externally to the legislature and interested citizens. Key performance measures communicate in quantitative terms how well the agency is achieving its mission and goals. Agencies may have additional, more detailed measures for internal management.**

## Consistency of Measures and Methods

Unless noted otherwise, performance measures and their method of measurement are consistent for all time periods reported.

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2007-09 KPM#	2007-09 Key Performance Measures (KPMs)	Page #
1	<b>FLOW RESTORATION</b> - Percent of watersheds that need flow restoration for fish that had a significant quantity of water put instream through WRD administered programs.	7
2	<b>PROTECTION OF INSTREAM WATER RIGHTS</b> - Ratio of the streams regulated to protect instream water rights to all streams regulated.	9
3	<b>MONITOR COMPLIANCE</b> - Percent of total regulatory actions that found water right holders in compliance with water rights and regulations.	11
4	<b>STREAMFLOW GAGING</b> - Percent change from 2001 in the number of WRD operated or assisted gaging stations.	13
5	<b>ASSESSING GROUND WATER RESOURCES</b> - Percent change from 2001 in the number of wells routinely monitored to assess ground water resources.	14
6	<b>EQUIP CITIZENS WITH INFORMATION</b> - Percent of water management related datasets collected by WRD that are available to the public on the internet.	16
7	<b>EQUIP CITIZENS WITH INFORMATION</b> - Number of times water management related data was accessed through the WRD's Internet site.	18
8	<del><b>PROMOTE WATER SUPPLY SOLUTIONS</b></del> – Deleted during the 2007 Legislative Session	N/A
9	<b>PROMOTE EFFICIENCY IN WATER MANAGEMENT AND CONSERVATION PLAN REVIEWS</b> – Percent of water management and conservation plans that received a preliminary review within 90 days of plan submittal	20
10	<b>PROMOTE EFFICIENCY IN WATER RIGHT APPLICATION PROCESSING</b> – Percent of water right applications that receive an initial review within 45 days of application filing.	22
11	<b>PROMOTE EFFICIENCY IN TRANSFER APPLICATION PROCESSING</b> – Percent of transfer final orders issued within 120 days of application filing.	24
12	<b>PROMOTE EFFICIENCY IN FIELD STAFF REGULATORY ACTIVITIES</b> - Number of places where water is legally taken out of stream and used (points of diversion) per full-time equivalent (FTE) of field staff.	26
13	<b>PROMOTE EFFICIENCY IN ADMINISTRATIVE TRANSACTIONS</b> - Number of administrative transactions processed per full-time equivalent (FTE).	28
14	<b>CUSTOMER SERVICE</b> - 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.	30

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## 1. SCOPE OF REPORT

- The Water Resources Department has 13 Key Performance Measures (KPMs). These performance measures cover agency programs related to: streamflow restoration, protection, and gaging; ground water monitoring, and regulatory, administrative, 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 and hydroelectric licensing and relicensing program. 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 ground water 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 water supplies, addressing new and changing supply needs, ensuring that supplies are responsibly managed, and continuing to improve our understanding of surface and ground water resources. Six measures (690-1 through 690-5 and 690-12) relate to the practice and promotion of responsible water management, while seven measures (690-6 through 690-11 and 690-13 through 690-14) relate directly to customer service.

Allocation and management of 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, or maintaining recreational uses. These water rights are called “instream water rights.” Instream water rights also have a priority date and are regulated the same way as other water rights. Oregon law allows water right holders to sell, lease, or donate their water rights to be converted to instream water rights. This is done through a short-term lease or by a transfer of the existing right from the current use to a new type of use. Oregon Benchmark 79 tracks the percentage of key streams meeting minimum flow rights. Three of our KPMs track our contribution to achieving this benchmark by measuring our efforts to restore flows where they are most needed by fish (690-1), to protect instream water rights (690-2), and to promote efficiency in the transfer application process (690-11).

The importance of our 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, and Oregon Association of Nurseries. Partners also include individual cities and irrigation districts, League of Oregon Cities, Oregon Water Resources Congress, Oregon Water Utilities Council, and Special Districts Association of Oregon. The Department works closely with its conservation partners such as the Oregon Water Trust, the Deschutes River Conservancy, Klamath Rangeland Basin Trust, WaterWatch of Oregon, the Walla Walla Watershed Alliance, and individual watershed councils and groups. The Department also partners with tribes, federal agencies such as the US Geological Survey and Bureau of Reclamation, and other state natural resource agencies such as the Oregon Department of Fish and Wildlife, the Department of Environmental Quality, and the Oregon Watershed Enhancement Board.

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### 3. PERFORMANCE SUMMARY

KPM Progress Summary	Key Performance Measures (KPMs) with Page References	# of KPMs
KPMs MAKING PROGRESS at or trending toward target achievement	KPM #1 - Flow Restoration (page 7) KPM #2 - Protection of Instream Water Rights (page 9) KPM #3 - Monitor Compliance (page 11) KPM #4 - Streamflow gaging (page 13) KPM #5 - Assessing Ground Water Resources (page 14) KPM #6 - Equip Citizens with Information (page 16) KPM #7 - Equip Citizens with Information (page 18) KPM #9 - Promote Efficiency in Water Management & Conservation Plan Reviews (pg 20) KPM #11 - Promote Efficiency in Transfer Application Processing (page 24) KPM #12 - Promote Efficiency in Field Staff Regulatory Activities (page 26) KPM #13 - Promote Efficiency in Administrative Transactions (page 28)	11
KPMs NOT MAKING PROGRESS not at or trending toward target achievement	KPM# 10 - Promote Efficiency in Water Right Application Processing (page 22)	1
KPMs - PROGRESS UNCLEAR target not yet set	KPM #14 Customer Service (page 30)	1
Total Number of Key Performance Measures (KPMs)		13

### 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 and 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. Ground water resources are showing signs of overuse and are becoming unstable in many areas. There is also an increasing awareness of the hydraulic connection between ground water and surface water in many locations. This means our Department must continue to collect data to better understand the impact of ground water use on surface water resources and consider those impacts when allocating ground water resources (690-4; 690-5). Increasing competition for water resources underscores the importance of meeting Oregon’s long-term water supply needs. Work on the Oregon Water Supply and Conservation Initiative (OWSCI), approved during the 2007 Legislative Session has already begun, and the resulting data will help WRD better understand the status of Oregon’s water resources. This Initiative will compile information regarding current and future water demands in Oregon, inventory potential conservation projects, inventory potential water storage sites, and provide cost share for communities conducting water supply planning.

Achieving our performance targets also remains challenging, given state budget limitations that affect the recruitment of technical staff. All of these challenges will influence our ability to meet performance targets for our measures in the future. To meet these challenges, we continue to streamline processes, increase technology utilization, and strengthen partnerships with water users and other stakeholders.

**Water Resources Department**

**I. EXECUTIVE SUMMARY**

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5. RESOURCES USED AND EFFICIENCY

The Department's 2005-2007 budget included \$21,282,467 in General Fund, \$6,361,118 in Other Funds, and \$1,146,313 in Federal Funds.

There are five 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). Other efficiency measures quantify the workload of staff over time. For instance, 690-12 tracks the number of places where water is legally taken out of stream and used per FTE of field staff, and 690-13 tracks the number of administrative transactions process per FTE. To achieve our targets for efficiency measures, we have utilized technology to streamline processes and improve staff efficiency.

**Water Resources Department**

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**II. USING PERFORMANCE DATA**

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<b>The following questions indicate how performance measures and data are used for management and accountability purposes.</b>	
<p><b>1. INCLUSIVITY</b> Describe the involvement of the following groups in the development of the agency's performance measures.</p>	<ul style="list-style-type: none"> <li>• <b>Staff:</b> Starting in 2002, the Department worked with its Division Administrators and key managers and staff to develop new performance measures and modify existing measures to better reflect its mission and priorities.</li> <li>• <b>Elected Officials:</b> In 2005, the Department presented its performance measures to the Natural Resources Subcommittee of the Ways and Means Committee. As a result, the Department worked with the Subcommittee to add several new efficiency measures and to modify a few measures for better tracking of activities.</li> <li>• <b>Stakeholders and Citizens:</b> The Department did not work directly with stakeholders and citizens in developing its performance measures but is interested in looking for opportunities as additional measures are created and existing measures are modified.</li> </ul>
<p><b>2. MANAGING FOR RESULTS</b> How are performance measures used for management of the agency? What changes have been made in the past year?</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 and 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> What training has staff had in the past year on the practical value and use of performance measures?</p>	<p>A few of our managers have participated in the performance measurement trainings hosted by the Oregon Progress Board and have shared that information internally. Thus far, we have not provided formal training to all staff on the use of performance measures. 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.</p>

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<p>4. COMMUNICATING RESULTS</p> <p>How does the agency communicate performance results to each of the following audiences and for what purpose?</p>	<ul style="list-style-type: none"><li>• Staff: As the Department completes its annual performance measures report, managers provide the information to staff internally and also schedule time to summarize the information at regularly scheduled staff meetings. Presentation of these results give staff and managers an opportunity to reflect on the results of the prior year and identify ways to improve performance over the next year. Staff also present the results annually to the Water Resources Commission for their input.</li><li>• Elected Officials: The Department anticipates that it will present the results of its performance measures as part of its budget presentation to the Ways and Means Committee during the 2009 legislative session.</li><li>• Stakeholders and Citizens: 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 past three performance measurement reports, as well as the results of its 2006 customer service survey (690-14).</li></ul>
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### III. KEY MEASURE ANALYSIS

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KPM #1	<b>FLOW RESTORATION</b> Percent of watersheds that need flow restoration for fish that had a significant quantity of water put instream through WRD administered programs.	Measure since: 2002
<b>Goal</b>	GOAL 1: Lead efforts to restore and safeguard long-term sustainability of streamflows and ground water. This performance measure is directly linked to our 2003-05 Sustainability Plan goal of implementing voluntary streamflow restoration to meet instream flow needs.	
<b>Oregon Context</b>	OMB 79: Percentage of key streams meeting minimum flow rights.	
<b>Data source</b>	Department Maintained Database and Monthly Statistical Reports	
<b>Owner</b>	Field Services Division, Debbie Colbert, 503-986-0878	

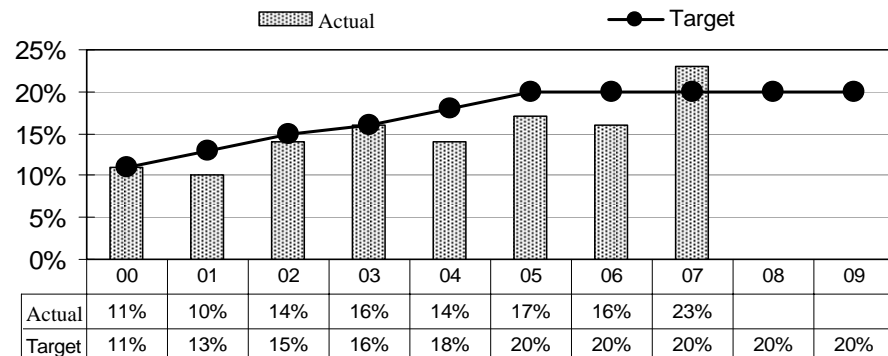
1. **OUR STRATEGY**

Implement voluntary streamflow restoration through instream leases, transfers, and allocations of conserved water in high priority areas for flow restoration. Key partners include: the Oregon Water Trust, Deschutes River Conservancy, Klamath Basin Rangeland Trust, National Fish and Wildlife Columbia Basin Water Transaction Program, irrigation districts and water right holders.

2. **ABOUT THE TARGETS**

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. WRD has prioritized the restoration of key watersheds to benefit fish populations.

**Percent of Watersheds That Had Flows Added Where Needed for Fish**



3. **HOW WE ARE DOING**

The Department’s initial target was to achieve a two percent increase annually in the percent of high priority areas where voluntary efforts have resulted in increasing streamflows. This target was established in 2002 and met in 2003. However, the target was not met from 2004 to 2006. This was due in part to some leases not being renewed, and conservation partners focusing their efforts in other key watersheds. The target was exceeded in 2007. This was due in part to the Department’s focusing on priority watersheds. The 2007 efforts set a record for the greatest quantity of statewide flow restoration activities to date.

4. **HOW WE COMPARE**

More than 800 cubic feet per second (cfs) has been 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. For example, as of July 1, 2006, Washington had restored approximately 30 cfs, Idaho had restored approximately 70 cfs, and Montana had restored approximately 14 cfs. The Washington Department of Ecology has a voluntary water acquisition program that as of March, 2004 had \$5.5 million in state and federal funding. As of

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July 1, 2003, Washington had spent less than \$2 million to acquire (purchase or lease) water rights. While Oregon lacks any budget specifically earmarked for flow acquisition, the Oregon Watershed Enhancement Board (OWEB) has the authority to pursue water rights acquisition to benefit instream flows.

**5. FACTORS AFFECTING RESULTS**

Approximately 60 percent of Oregon's flow restoration work involves a third party such as the Oregon Water Trust, Deschutes River Conservancy, or Klamath Basin Rangeland Trust. The remaining 40 percent of flow restoration activities occurs directly between the water right holder and WRD. Oregon benefits from well established, active conservation partners. However, these partners focus their efforts in a limited number of key watersheds. This has resulted in the total quantity of streamflow restored to significantly increase annually, even though the number of key watersheds with streamflow restoration has not always increased. Additionally, there is no dedicated state staff to develop flow restoration actions or dedicated state funding for flow restoration.

**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. Additionally, the Department needs to continue to streamline application processing while ensuring protection of existing water rights.

**7. ABOUT THE DATA**

Most flow restoration activities involve restoring streamflow over a reach. These reaches may cross through several watersheds. Our present tracking system only picks up a single watershed and may under-report the amount of flow restoration activities. The Department received funding from the National Fish and Wildlife Foundation to integrate its existing stand-alone instream database to be part of Department's Water Right Information System. The Department also plans to develop a tracking system that would use GIS and would be able to report all reaches. The reporting cycle is the Oregon fiscal year, even though most restoration actions occur for the irrigation season or calendar year.

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KPM #2	PROTECTION OF INSTREAM WATER RIGHTS	Measure since: 2002
	Ratio of the streams regulated to protect instream water rights to all streams regulated.	
<b>Goal</b>	GOAL 1: Lead efforts to restore and safeguard long-term sustainability of streamflows and ground water.	
<b>Oregon Context</b>	OMB 79: Percentage of key streams meeting minimum flow rights.	
<b>Data source</b>	Annual Field Activities Report	
<b>Owner</b>	Field Services Division, Debbie Colbert, 503-986-0878	

**1. OUR STRATEGY**

Monitor streamflows and distribute water to protect instream water rights (ISWRs) 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 target was set at a level that provides significant protection of instream water rights in comparison to 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**

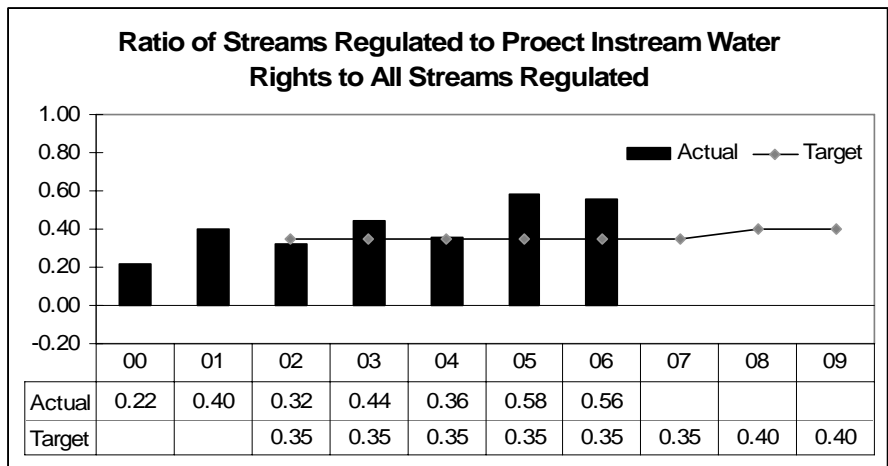
2003 was the first year a target was set and we have exceeded our target that year and all subsequent years. For 2000 through 2006, the general trend shows an improvement.

**4. HOW WE COMPARE**

Direct comparison with others is not possible since regulation for water rights is a unique function of our Department. Though a direct comparison is not possible, an indirect comparison can be made between the efforts of WRD and those of Oregon Water Trust (OWT). OWT is a conservation organization whose primary goal is to enhance streamflow through voluntary transactions with water right holders. OWT had a significant jump in the quantity of water leased instream between 2000 and 2001 and since then the quantity has remained relatively constant. This is very similar to the data shown above where OWRD almost doubled the ratio of streams regulated on behalf of instream water rights from 2000 to 2001.

**5. FACTORS AFFECTING RESULTS**

Weather can have a significant affect on the ratio since it can affect the intensity of water distribution efforts on a stream. Instream water rights are often junior to other surface water rights and are regularly monitored by OWRD. In years with high streamflows, the total number of streams regulated is very likely to go down, while in years with low streamflow, the total number of stream regulated is likely to go up. This KPM is specific to regulation for



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instream water rights. Since these rights are often junior to other surface water rights and are regularly monitored by WRD, the ratio stays relatively the same from year to year.

**6. WHAT NEEDS TO BE DONE**

- Continue to promote the monitoring and regulation of instream water rights.
- Look for opportunities to recruit volunteers to monitor streamflows at gaging stations and make calls to the local watermaster on behalf of fish when instream water rights are not met.
- Hire additional staff during the regulation season to respond to the additional requests for instream water right regulation.

**7. ABOUT THE DATA**

The reporting cycle is the water year (October 1 to September 30). These data are compiled annually at the end of the calendar year. The Department has not yet compiled data for 2007. The greatest uncertainty in the data is the interannual variability in weather and its impact on overall streamflows as described above. Watermasters submit an annual Surface Water Summary report that includes each stream regulated, the number of regulatory actions taken, starting and ending dates of regulation, earliest priority date regulated, and the primary reason for regulation. Annual informational reports are presented to the Water Resource Commission with detailed information by watermaster district and stream. The 2005 report was presented to the Commission on August 10, 2006. We have not yet presented the 2006 data to the commission. A copy of the report is available on the agency website under Commission staff reports.

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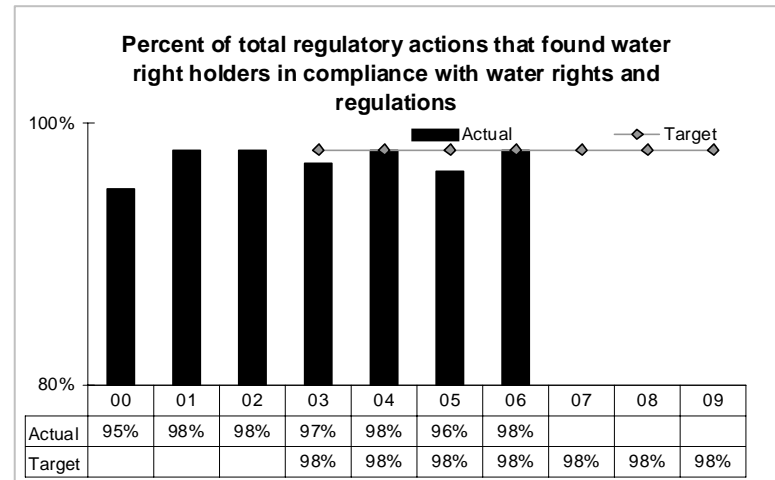
<b>KPM #3</b>	<b>MONITOR COMPLIANCE</b> Percent of total regulatory actions that found water right holders in compliance with water rights and regulations.	<b>Measure since: 2002</b>
<b>Goal</b>	Actively enforce the state’s water law and uphold its policies.	
<b>Oregon Context</b>	Agency Mission.	
<b>Data source</b>	Annual Field Activities Report	
<b>Owner</b>	Field Services Division, Debbie Colbert, 503-986-0878	

**1. OUR STRATEGY**

Watermasters are involved in regulating water use on streams according to the priority dates of the water rights of record and in preventing illegal uses of water. The Department relies heavily on voluntary compliance by water users. Having an adequate field presence is critical to maintaining a high level of compliance. There are 20 state funded watermasters and about 9 assistant watermasters funded by counties and local districts. 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 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 2006, 9,763 regulatory actions were taken by field staff, and in 98.2 percent of these cases, water right holders were in compliance. Although there was a decrease of 8.6 percent in the number of regulatory actions taken by watermasters and their assistants during 2006, the compliance rate (98.2 percent) represented a slight increase from the previous year. The percentage can vary by a few points from year to year based on water supply conditions or economic factors. Compliance has ranged from 95 percent to 98 percent during the seven years this measure has been monitored.

**4. HOW WE COMPARE**

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

**5. FACTORS AFFECTING RESULTS**

Weather can have a significant effect on the ratio since it can affect the intensity of water distribution efforts on a stream. Watermasters are likely to have more regulatory actions regarding water use during times of water shortage. In years with high streamflows, the total number of streams regulated is very likely to go down. The agency believes a strong field presence tends to discourage violations and help maintain a high percentage of compliance.

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**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.

**7. ABOUT THE DATA**

The reporting cycle is the water year (October to September). These data are compiled annually at the end of the water year (October 1 through September 30). The Department has not yet compiled data for 2006. 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. Over time the data could be analyzed to show changing trends of regulatory actions caused by development or changing priorities. There is currently no auditing system to verify the quality of the data submitted by watermasters. Annual informational reports are presented to the Water Resource Commission with detailed information by watermaster district and stream. The 2005 report was presented to the Commission on August 10, 2006. We have not yet presented the 2006 data to the commission. A copy of the report is available on the agency website under Commission staff reports.

### III. KEY MEASURE ANALYSIS

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KPM #4	STREAMFLOW GAGING Percent change from 2001 in the number of Department operated or assisted gaging stations.	Measure since: 2002
<b>Goal</b>	Increase our understanding of surface water and ground 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 Divisions, Jerry Rodgers, 503-986-0825	

1. **OUR STRATEGY**

To effectively manage surface water resources, the Department must have a sufficient network of gaging stations statewide. However, increasing and, in some cases, maintaining these data efforts is challenging given state budget limitations and continuing reductions in other funding commitments. The Department continues to look for opportunities to partner with others to maintain or increase our gaging stations statewide.

2. **ABOUT THE TARGETS**

While it is always desirable to have additional gaging stations, they require additional staff time for servicing, maintenance, and records work. With state and local staff levels steady or on the slight decline, it is unrealistic to set targets to increase the number of gages. For this reason, the Departments current targets for 2007 through 2009 are to hold steady the number of stations relative to 2001 levels.

3. **HOW WE ARE DOING**

Field staff has found opportunities this year to partner with others to add 10 gaging station to our statewide network. In addition replacement and upgrading of the existing network is being accomplished statewide.

4. **HOW WE COMPARE**

The US Geological Survey, which maintains a similar network of gaging stations in Oregon, has increased its number of stream gages by 11 percent since 2001 to its current 207 gages. Except for gaging stations of national significance, the USGS depends on local funding for the operation of these gages.

5. **FACTORS AFFECTING RESULTS**

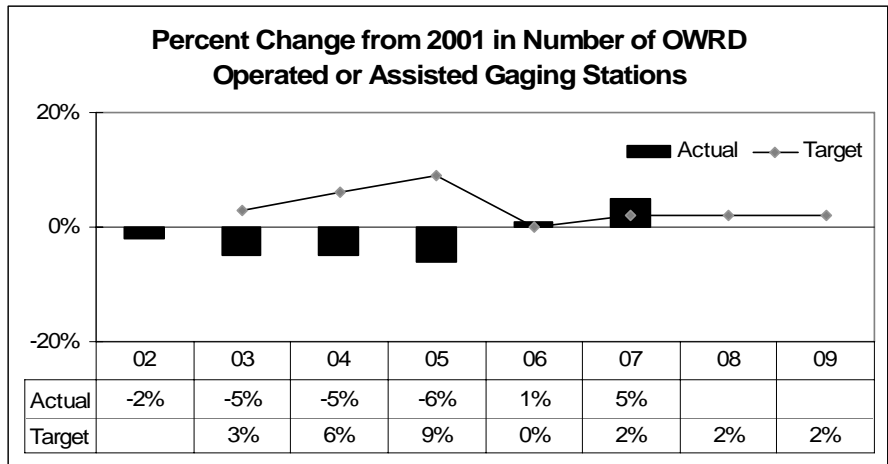
More than any other factor, local interest and financial participation in the stream gaging program affect the number of gages operated by WRD.

6. **WHAT NEEDS TO BE DONE**

The data represents the status of the program.

7. **ABOUT THE DATA**

Readers may access both WRD and USGS data from gaging stations from the Department’s website. The reporting cycle is the Oregon fiscal year.



### III. KEY MEASURE ANALYSIS

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KPM #5	ASSESSING GROUND WATER RESOURCES	Measure since: 2002
	Percent change from 2001 in the number of wells routinely monitored to assess ground water resources.	
<b>Goal</b>	Increase our understanding of surface water and ground 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, Jerry Rodgers, 503-986-0825	

**1. OUR STRATEGY**

The Department maintains well networks throughout the state that track water-level trends as a measure of ground water in storage. These networks range 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 ground-water data collected at these monitoring stations and continue efforts 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 numerous citizens of Oregon in collecting and sharing data from these monitoring networks.

**2. ABOUT THE TARGETS**

KPM #5 is a measure of how well the Department is maintaining the State Observation Well Net across Oregon. Positive numbers would 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 2007 reflects a gain of five wells since last year, taking the total State Observation Well Net to 347 wells. This is 0.9 percent lower than 2001. While the Department’s trend is improving, we still do not meet the 2001 benchmark.

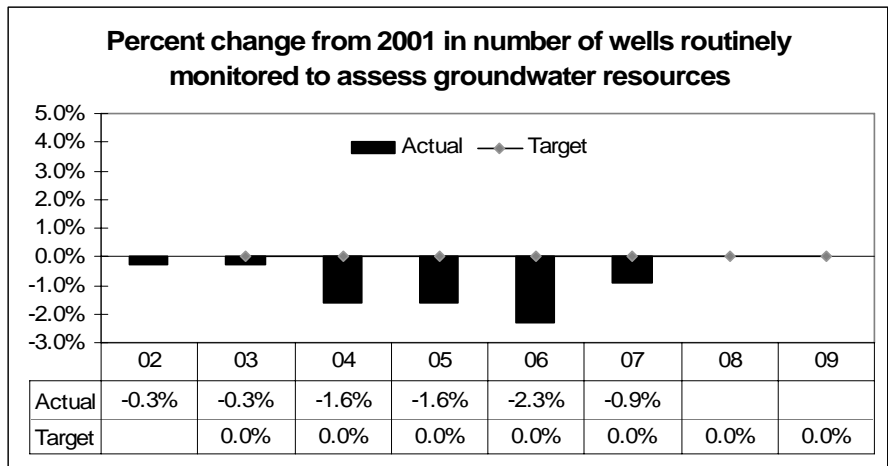
**4. HOW WE COMPARE**

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 measures eight wells in Oregon as part of its Oregon Climate Response Network. The Department shares data with this federal agency.

**5. FACTORS AFFECTING RESULTS**

As wells are dropped from the well network, they should be replaced with other monitoring locations; however, increasing demands for technical staff to evaluate new water use proposals across Oregon create other obligations, such as replacing monitoring sites and collecting and analyzing ground water data.

**6. WHAT NEEDS TO BE DONE**



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

The Department needs to ensure adequate budget and staff to maintain, collect and analyze data from these important monitoring stations, and continue providing data for the public's use.

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 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 under basin investigations, watershed projects, and small-area water supply studies. Many of these wells also represent a commitment to gather long-term data to evaluate areas of aquifer stress in the state. Currently there are more than 3,300 wells with associated ground-water data available online. Like the State Observation Well Net data, these are provided on the Department's webpage for public access.

### III. KEY MEASURE ANALYSIS

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

KPM #6	EQUIP CITIZENS WITH INFORMATION	Measure since: 2000
Percent of water management related datasets collected by the agency that are available to the public on the internet.		
<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, Jerry Rodgers, 503-986-0828	

**1. OUR STRATEGY**

Continue current efforts to gather data into an electronic format that can be made available through a web-based interface.

**2. ABOUT THE TARGETS**

In order to manage a resource effectively it is helpful to know as much about the resource as possible. The Department would like to have 100 percent of its datasets electronically available to customers and partners. Providing information online also reduces the need for customers to contact the Department to answer questions, reducing workload for the Department.

**3. HOW WE ARE DOING:**

In 2007, 86 percent of our water-related datasets were available to the public through the internet, meeting our target.

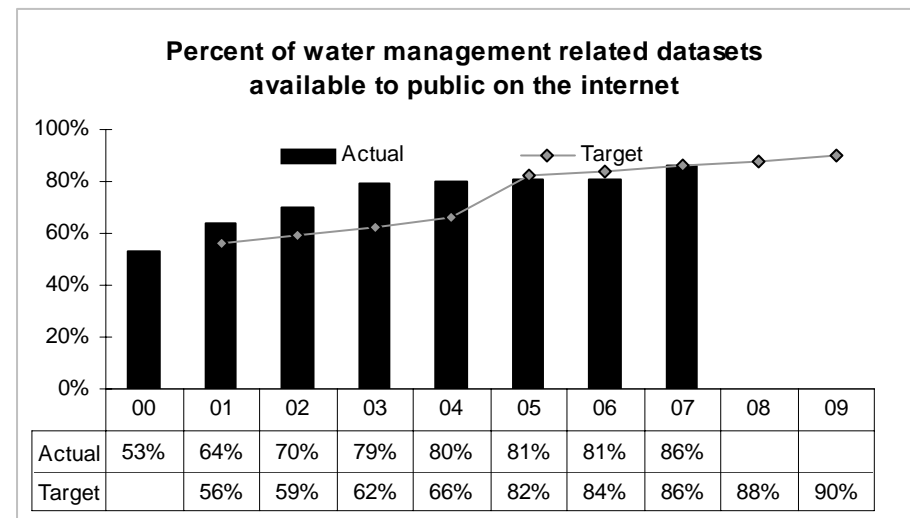
**4. HOW WE COMPARE**

It is difficult to find direct comparison as our business is fairly unique.

Even amongst 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**

The increase in the availability of our datasets is largely the result of applying project money to hire temporary staff for this purpose. We have incorporated all of the “easy” datasets within the Department online, so future progress will be slow and steady as we address more complex datasets. We are actively reengineering our business processes to improve efficiency and accuracy. This has the added benefit of providing programs areas with improved tools. During the past two years, much of our focus has been on the water right certificate program, trying to improve efficiencies and production in certificate issuance.



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**6. WHAT NEEDS TO BE DONE**

By creating processes that capture data at the points of origin we should continue to see increased efficiencies as well as more opportunity to use the data.

**7. ABOUT THE DATA**

Because the Department is constantly collecting and creating new data, it is difficult to quantify the total amount of possible data and then determine a percentage of the total that we have available online. This measures not only how much legacy data is available online, but also how many of our information collection processes automatically make data available online. The reporting cycle is the calendar year.

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

KPM #7	EQUIP CITIZENS WITH INFORMATION	Measure since: 2000
	Number of times water management related data was accessed through the internet.	
<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, Jerry Rodgers, 503-986-0828	

**1. OUR STRATEGY**

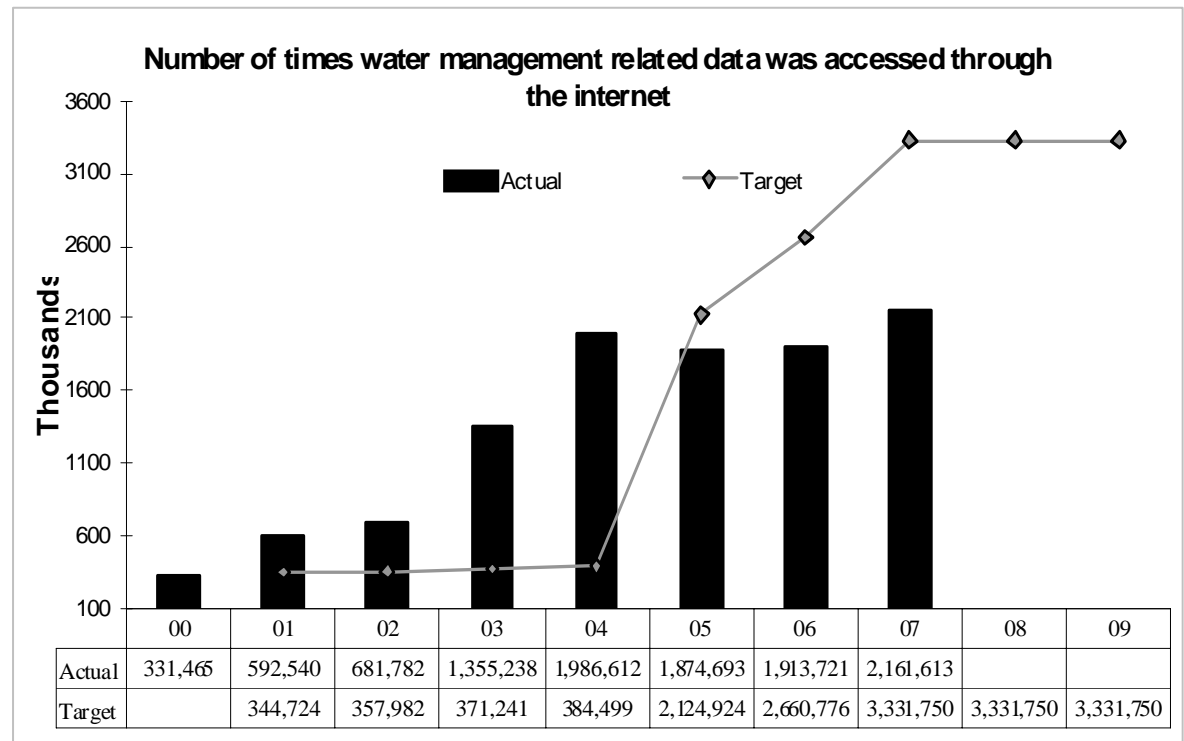
We have a two pronged approach to providing citizens with information and technical assistance. KPM #6 measures the amount of data available and KPM #7 measures our ability to provide the information through useful interfaces in usable formats. Our focus on utilizing web interface technologies has helped us be very successful in providing services and information for our customers.

**2. ABOUT THE TARGETS**

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

**3. HOW WE ARE DOING**

We feel we have been very successful in our efforts to provide information and services to customers – so successful that in the 2005-2007 budget process we increased our targets significantly. In 2007, the numbers continued to increase toward, but not meet, the target. We will continue to revisit the targets we set under this performance measure to ensure that we strike the appropriate balance of enhancing the use of our web resources, while also setting goals that can be achieved



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

**4. HOW WE COMPARE**

As indicated in KPM #6 we have found it difficult to find other organizations to compare against. Our most telling indicator is that Oregon is frequently held up as a positive example of web access amongst all the Western states water resource management agencies.

**5. FACTORS AFFECTING RESULTS**

As we have shifted much of our development efforts to improve our data capture strategy, we have not made many improvements to our web interfaces. We put an emphasis on creating tools for our certificate issuance efforts (which also support permit and transfer processing). We have major upgrades planned for our web page during the next biennium. We think some of these upgrades will result in increased website traffic, as well as significantly improved services to our customers.

**6. WHAT NEEDS TO BE DONE**

We need to complete several of our current projects so that we can redirect some of our resources to upgrading our web pages.

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

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

<b>KPM #9</b>	<b>PROMOTE EFFICIENCY IN WATER MANAGEMENT AND CONSERVATION PLAN REVIEWS</b> Percent of water management and conservation plans that received a preliminary review of plan within 90 days of plan submittal.	<b>Measure since: 2002</b>
<b>Goal</b>	Assure Department is operating efficiently and effectively	
<b>Oregon Context</b>	Agency Mission.	
<b>Data source</b>	Department Maintained Database and Query	
<b>Owner</b>	Field Services Division, Debbie Colbert, 503-986-0878	

**1. OUR STRATEGY**

Ensure adequate staff resources so that water management and conservation plans submitted to the Department are reviewed in a timely manner, especially given the large number of plans expected to be submitted for review over the next few years. Conduct outreach and education activities to improve quality of plans submitted to Department and encourage more electronic submittals of materials thereby reducing the amount of time it takes for the Department to review each plan.

**2. ABOUT THE TARGETS**

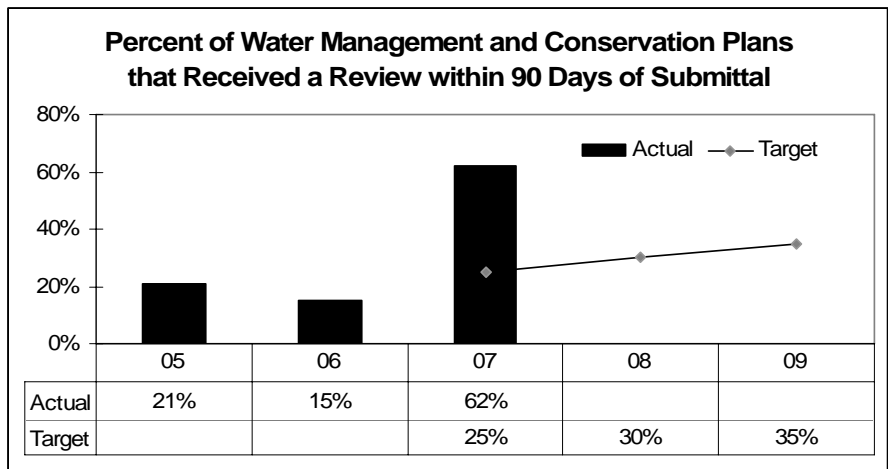
The Water Resources Commission has a statewide policy on conservation and efficient water use. Municipal water providers and irrigation districts submit water management and conservation plans to the Department, either voluntarily or due to a water right permit condition or other requirement. The plans facilitate water supply planning and encourage water conservation and efficient use of the state’s water resources. For municipalities, the plans can also be linked to their ability to increase their existing water diversion. For the water management and conservation plan program to be effective, the Department must review and approve plans in a timely fashion.

**3. HOW WE ARE DOING**

For Water Management and Conservation Plans received in the year 2007, the average time to review plans has decreased by 44 percent, with only two plans that did not meet the 90 day review goal. One factor that slowed our success was the need to assist with Agricultural Water Management and Conservation Planning (see Factors Affecting Results).

Water Management and Conservation Plans from the municipalities continue to improve in quality. The new plans and updated plans are demonstrating increased efficiencies in managing water, preparation for emergencies (curtailment plans) and long term water supply planning consistent with their comprehensive plans.

**4. HOW WE COMPARE**



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The State of Washington adopted rules in 2006 for water management and conservation statutes for municipalities. The state of Idaho now has a similar process for municipalities and agricultural users for one administrative ground water area. . There have been no plans developed or reviewed under the Washington or Idaho programs at this time, but in the future this program may be relevant for comparing the length of time from submittal to initial review of Water Management and Conservation Plans.

**5. FACTORS AFFECTING RESULTS**

Outreach to municipalities and others has significantly helped the Department meets its performance goals for this program. In 2003, the League of Oregon Cities, Oregon Water Utilities Council and the Department published a guide for the preparation of Water Management and Conservation Plans. We are continuing to receive improved municipal plans as a result of our outreach efforts. In 2007, we observed an increase in the number of plans that were submitted electronically to the Department, which has also significantly reduced the Department’s review time.

To achieve similar improvements in agricultural plans, the Department, Bureau of Reclamation, and Oregon Water Resources Congress (OWRC) have cooperatively developed a similar guide for Agricultural Water Management and Conservation Plans and anticipate similar benefits from our new agricultural plan guidance. The guidebook provides an educational tool to district managers, board members, and patrons so that they can develop a better understanding of their water supplies, use, and delivery systems. This, in turn, will enable districts to use this information to plan, design, and implement changes to their system to better manage and conserve water and meet future supply challenges. The Department and the OWRC provided a workshop on using the new guidebook at the OWRC Water Law Conference on October 19, 2007 which was attended by 35 participants.

The guide and outreach materials are available on the Department website: [http://www.wrd.state.or.us/OWRD/mgmt\\_ag\\_wmcp.shtml](http://www.wrd.state.or.us/OWRD/mgmt_ag_wmcp.shtml).

**6. WHAT NEEDS TO BE DONE**

The Department is monitoring the progress of this program. In 2003, the fee associated with the review of these plans was increased. These funds will support part of an additional FTE to review these plans. Although the Department accrued sufficient resources to fill this FTE, other unanticipated vacancies within the Department were more pressing priorities. Starting in 2008, we anticipate using these additional resources to ensure that our goals are met.

**7. ABOUT THE DATA**

The Department maintains a database on the status of water management and conservation plan processing. The reporting cycle is the calendar year.

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<b>KPM #10</b>	<b>PROMOTE EFFICIENCY IN WATER RIGHT APPLICATION PROCESSING</b> Percent of water right applications that receive an initial review within 45 days of application filing.	<b>Measure since: 2005</b>
<b>Goal</b>	Assure Department is operating efficiently and effectively.	
<b>Oregon Context</b>	Agency Mission.	
<b>Data source</b>	Monthly Statistical Report	
<b>Owner</b>	Water Rights and Adjudications Division, Dwight French, 503-986-0819	

**1. OUR STRATEGY**

Reduce application processing times to the minimum possible given available resources, time, and the delays intrinsic to required public notices. We continue to identify ways to streamline processes by concurrently performing different steps of processing, removing unnecessary steps, revising certain processes, and implementing technological improvements.

**2. ABOUT THE TARGETS**

This measure is a proxy for the magnitude of the application backlog. 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 amount possible.

**3. HOW WE ARE DOING**

Since 2005, the Department has declined in the percent of water right applications that receive an initial review within 45 calendar days of application. Inc 2007, only 16 percent of the eligible applications received an initial review within 45 days.

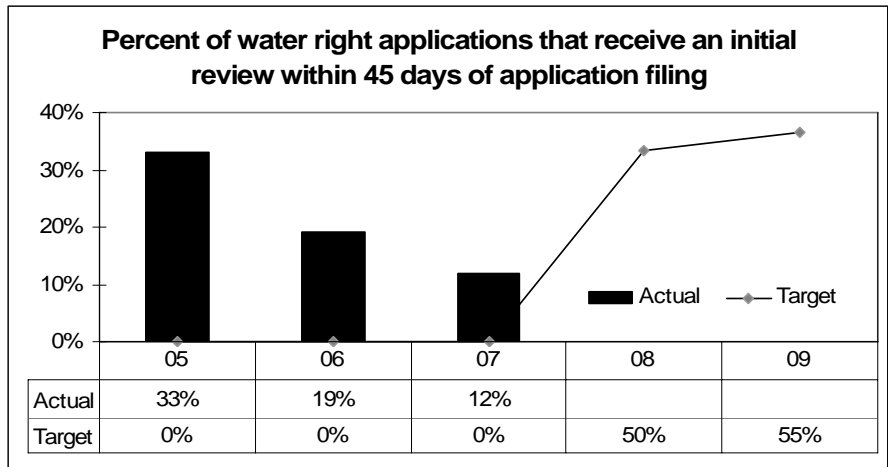
**4. HOW WE COMPARE**

Our agency’s type, structure and process of application review is fairly unique in relation to other state agencies. At this time, our agency does not compare our application processing to other states. In the future, WRD may look into how other states compare in processing time.

**5. FACTORS AFFECTING RESULTS**

The primary factor in this decline comes from the review of ground water applications, which represent two-thirds of all incoming applications requiring an initial review.

Only two percent of ground water applications were processed within 45 days during 2007, compared to 11 percent of storage applications and 32 percent of surface water applications. The average time to review ground water applications in 2007 was four months. Review times increased 50 percent from FY 2004-05 to FY 2006-07, and the complexity of reviews continues to increase.



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Unlike surface water right applications, ground water applications require a technical analysis by a qualified hydrogeologist to determine whether ground water 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 ground water users. This hydrogeological review must be completed before we can make meaningful initial determinations, therefore increasing the amount of time necessary to complete the initial review.

Often times, WRD staff needs to take time before completing a review to create or obtain internal guidance to clarify policies or statutes that affect water right applications. This increases the quality of the final product.

**6. WHAT NEEDS TO BE DONE**

Ground Water Reviews. The purpose of a ground water review is to protect senior water rights holders—both surface water and ground water. The hydrogeological review that must occur before ground water applications can be processed makes the statutory 45-day requirement for issuance of an Initial Review difficult to meet. WRD will request, as part of its 2009-2011 budget, additional staff to conduct ground water application reviews.

Surface Water Reviews. The time required to complete an initial review for surface water applications is rapidly approaching that specified by statute. Already, WRD has improved review time for surface water applications by using technology to gather much of the necessary background information. Any further reductions in time will likely come from ongoing improvements in the use of information technology. WRD will continue to automate portions of the initial review process, as well as processes for proposed final orders (PFOs) and final orders (FOs), in order to free up staff time to make additional progress on this performance measure.

**7. ABOUT THE DATA**

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

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

<b>KPM #11</b>	<b>PROMOTE EFFICIENCY IN TRANSFER APPLICATION PROCESSING</b> Percent of transfer final orders issued within 120 days of application filing..	<b>Measure since: 2005</b>
<b>Goal</b>	Assure 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>	Field Services Division, Debbie Colbert, 503-986-0878	

**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

The 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.

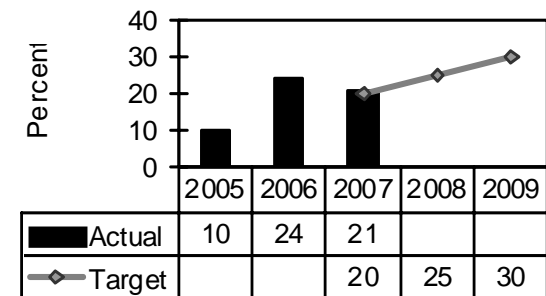
**3. HOW WE ARE DOING**

We have a significant backlog of 438 transfer applications that we are processing. Pending applications date back to before 1991. Our goal is to eliminate this backlog in each region of the state, recognizing that we continue to receive an increasing number of applications each year. Our average processing time decreased significantly in FY 06-07; 21 percent of the transfers receiving final orders during that period were processed in 120 days or less, despite continued focused efforts to finish the processing of the applications that have been waiting for the longest time. Transfer application forms have been refined to make them more self-explanatory and we have trained Certified Water Right Examiners and others in their use. The transfer application backlog in the North Central and Eastern regions of the state has been virtually eliminated, so that processing of new applications from those regions can be initiated within a few weeks of the application being received. A significant backlog remains for applications in the Northwest and Southwest regions of the state, but it is being steadily reduced in small increments each month. We anticipate that we will continue to improve our overall processing time as we eliminate the backlog in these areas of the state.

**4. HOW WE COMPARE**

In comparison to other states, Oregon is doing well in reducing the average number of days from transfer application to issuance of a final order. The state of Washington reported a backlog of 1,174 transfer applications at the end of its 2005-07 biennium, and received 1,129 transfer applications during that same

**Percent of Transfer Final Orders Issued Within 120 Days of Filing**



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

time. Idaho does not process applications by “first-in-first-out.” Idaho receives fewer applications to process a year than Oregon and has an average processing time of a few months, similar to what Oregon is striving to achieve.

**5. FACTORS AFFECTING RESULTS**

During the last several years, the Department developed a significant backlog of pending transfer applications. A contributing factor has been the number of incomplete and incorrect applications that have been filed. Historically, the Department has focused efforts on reviewing the more straightforward applications, with the more complex transfers falling farther behind. This caused the average time between receipt of an application and issuance of a final order to increase. With the addition of two limited-duration positions, the transfer program since 2004 has shifted to re-establish a practice of processing applications in order of filing date. As the emphasis has shifted to finalizing the applications that have been pending for the longest time, a number of transfers that have been pending for an extended period of time have been approved during the last few years, creating a short-term move away from the 120-day target. However, we have also placed emphasis on turning around temporary and district transfers more efficiently. In addition, the Reimbursement Authority program has given applicants an opportunity to expedite transfers when needed, while allowing Department staff to concentrate on reducing the backlog in a “first in-first out” order.

**6. WHAT NEEDS TO BE DONE**

The Department continues efforts to streamline the processing of transfer applications, currently testing technological improvements that will allow us to more quickly and efficiently track changes to irrigation district rights, produce order documents, and update the WRIS database and electronic maps. A staff position that has been vacant for some time is in the process of being filled, so additional staff resources will be available to further reduce the backlog of applications in the Southwest and Northwest regions of the state, and to better balance the transfer workload across the state.

**7. ABOUT THE DATA**

The reporting cycle is the Oregon fiscal year. Data is 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.

**Water Resources Department**

**III. KEY MEASURE ANALYSIS**

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

<b>KPM #12</b>	<b>PROMOTE EFFICIENCY IN FIELD STAFF REGULATORY ACTIVITIES</b> Number of places where water is legally taken out of stream and used (points of diversion) per FTE of field staff.	<b>Measure since: 2002</b>
<b>Goal</b>	Assure 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, Debbie Colbert (503-986-0878)	

**1. OUR STRATEGY**

Ensure adequate field staff, since maintaining a high level of compliance relies on having an adequate field presence (see related KPM #3). 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 to maintain secure funding for assistant watermaster.

**2. ABOUT THE TARGETS**

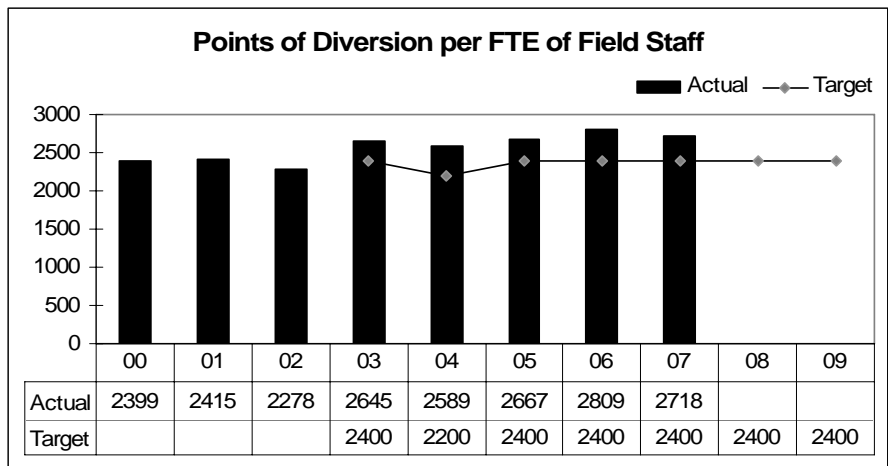
This target is a workload indicator for how we are doing managing the state’s water resources. Our desire is to reduce the number of points of diversion (PODs) per FTE that field staff need to monitor so we can effectively manage our state’s water resources. A lower number indicates a higher probability 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 our field staff in order to effectively manage the state’s water resources. Data since 2002 indicate that we are not meeting our goal, as new water rights are issued and staff resources decline.

**4. HOW WE COMPARE**

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



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

**5. FACTORS AFFECTING RESULTS**

The number of water rights administered per FTE continues to increase as new water rights are issued; transfers are also approved that add additional PODs. With these increases, we anticipate an ever-increasing number of PODs associated with each field staff FTE.

**6. WHAT NEEDS TO BE DONE**

We are not meeting our performance measure and need to 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.

**7. ABOUT THE DATA**

Numbers reported for 2007 do not include five assistant watermaster positions that were approved in the 2007-2009 legislatively adopted budget. These positions were not budgeted to start until after August so were not included in the data for that water year. The reporting cycle is the water year (October to September). These data are compiled annually at the end of the water year (October 1 through September 30).

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

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

**1. OUR STRATEGY**

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

**2. ABOUT THE TARGETS**

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

**3. HOW WE ARE DOING**

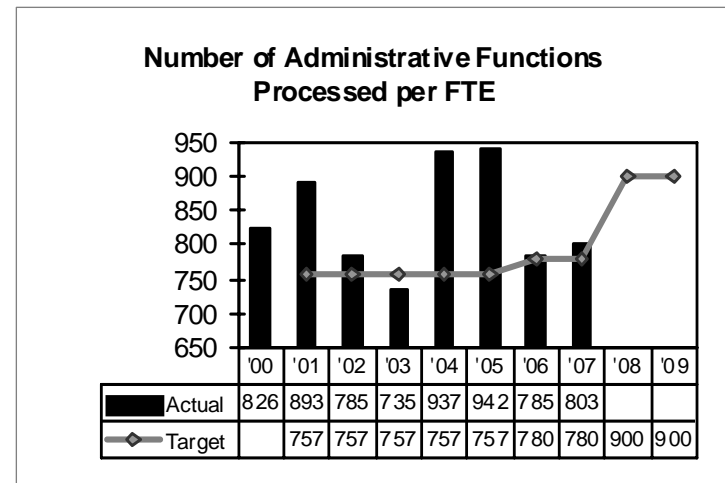
The Department’s water management responsibilities continue to grow. These activities are necessarily supported by administrative staff that often is limited in number due to budget constraints. The Department continues to meet target values as a measure of efficiency in relation to our staff levels.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

**4. HOW WE COMPARE**

The Department has no information on how our actual data compares with other agencies or what the industry standard is. In comparison to the Department’s previous performance on this measure, we are consistently meeting or exceeding the target values for administrative transactions.

**5. FACTORS AFFECTING RESULTS**

The administrative function of any organization can face varying degrees of complex issues. Our data represents this diverse work flow from year to year. As a measure of efficiency, the Department consistently meets or exceeds the target value for administrative transactions. These results would seem to indicate an increase in efficiency, when in reality, there are simply fewer staff allocated to administrative functions. This raises the possibility that lower priority activities may fall behind or service quality could suffer.



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

**6. WHAT NEEDS TO BE DONE**

The data shows that we are meeting efficiency measures with regard to meeting or exceeding the target values for administrative transactions. Differences in values from year to year represent variation in the number of or complexity of transactions. Again, the Department is already minimally staffed to maintain adequate internal controls and provide basic administrative support to the diverse programs of our agency.

**7. ABOUT THE DATA**

The reporting cycle is the Oregon fiscal year. Actual data for 2003-2006 was recalculated in the 2007 report.

### III. KEY MEASURE ANALYSIS

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

<b>KPM #14</b>	<b>CUSTOMER SERVICE: Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.</b>	<b>Measure since: 2005</b>
<b>Goal</b>	Assure 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 annual customer service surveys, review results, determine actions to improve where needed.

2. **ABOUT THE TARGETS**

2006 was the first year customer service was measured using the most recent DAS guidelines. This is a biennial survey, and results from 2006 are repeated again here for the record. The targets for future years are based on the 2006 ratings, with the goal of improving the percentage of customers rating WRD services as “good” or “excellent” to 85 percent for each category of service.

3. **HOW WE ARE DOING**

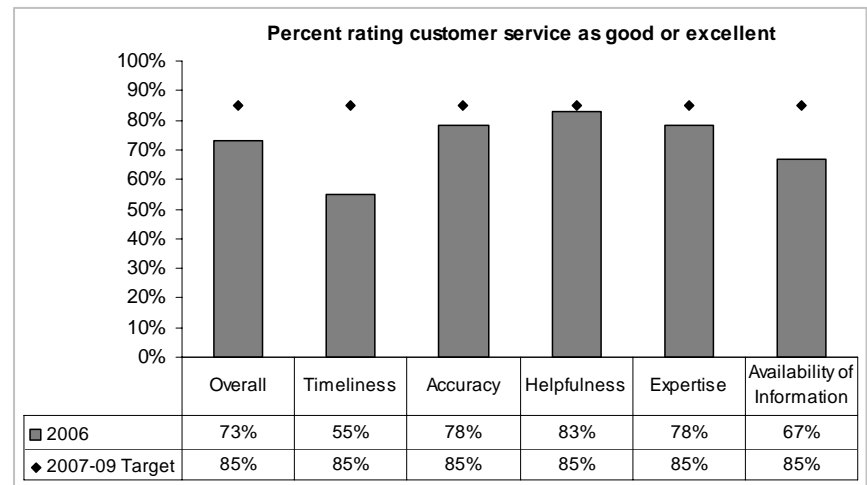
73 percent of customers surveyed rate WRD’s overall services as good or excellent in Fiscal Year 2006. Helpfulness is the most highly rated individual service provided, with 83 percent of respondents rating this service as good or excellent. Timeliness was rated the lowest in comparison to other features, with 55 percent of respondents rating service as good or excellent.

4. **HOW WE COMPARE**

WRD looked 2006 survey results from the other natural resource agencies in Oregon. Agencies differ greatly in the customer base they serve (i.e., institutions, jurisdictions, and/or individuals) and many chose to send surveys to a sub-sets of their customers, while others surveyed a broad representation of all customers. In general, the other agencies produced customer service results that were much higher than WRD’s. Among other natural resource agencies in Oregon that reported survey results in 2006, the percent of customers rating customer service as “good” or “excellent” averaged above 85 percent in all six categories. Similarly, the other agencies tended to set higher customer service targets, averaging above 85 percent in all six categories.

5. **FACTORS AFFECTING RESULTS**

The overall response rate of 42 percent in this survey is too low to provide a statistically valid representation of the survey population. WRD anticipates increasing the response rate as our agency becomes more accustomed to and sophisticated in survey methodologies. Several of the non-responses are attributable to incorrect addresses, an issue that newer database technology can address, but is largely out of our control.



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

As discussed in other performance measures, WRD has been upgrading and improving the various services our agency provides. As these improvements expand across program areas, we anticipate overall ratings and ratings of timeliness to be significantly improved. 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. 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 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 that have not received a final decision from WRD within the past year. In the future, we plan to collect additional feedback from other stakeholders about WRD’s customer service as well, which will yield even more information about the needs of WRD’s customer base. Also, only data readily queried by our existing water data system was used to create the population that the random sample was drawn from. As we migrate to more integrated data and technology systems we will expand the population that the sample is drawn from, which will provide a broader and more inclusive sample of water users.

**6. WHAT NEEDS TO BE DONE**

2006 was the first year that WRD formally measured customer service satisfaction as part of its annual progress report, and we feel that this is a performance measure that can always be improved upon. 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. Our agency has worked to establish a culture of service and has articulated this through the guiding principles of our Strategic Outlook. As another example of our agency’s commitment to customer service satisfaction, in April 2006, 47 out of 140 FTE staff, including 11 managers, attended an interagency customer service training held by the Office of Regulatory Streamlining. Additionally, 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 will continue to look for additional ways to utilize technology to provide more timely results. We also intend to improve upon the survey process so we can increase the response rate and confidence level in generalizing these results to the entire population of water users. Using these and other methods, WRD will continue to strive for greater customer satisfaction among our water users.

**7. ABOUT OUR CUSTOMER SERVICE SURVEY**

- a) Survey Name ..... OWRD Biennial Customer Service Survey
- b) Surveyor ..... Director’s Office
- c) Date Last Conducted ..... August to September 2006
- d) Population ..... Consumers who had received a final decision from WRD (including transfers, permit amendments, instream leases, water right permits, permit extensions, and water right certificates)
- e) Sampling Frame ..... Water users who received final decisions from WRD within the 2005-06 fiscal year
- f) Sampling Procedure ..... random sample
- g) Sample Characteristics ..... Population = 725; Sample = 300; Responses = 125; Response Rate = 42 percent
- h) Weighting: ..... Single survey, no weighting required.