WATERSHED ENHANCEMENT BOARD

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

Original Submission Date: 2015

Finalize Date: 9/24/2015

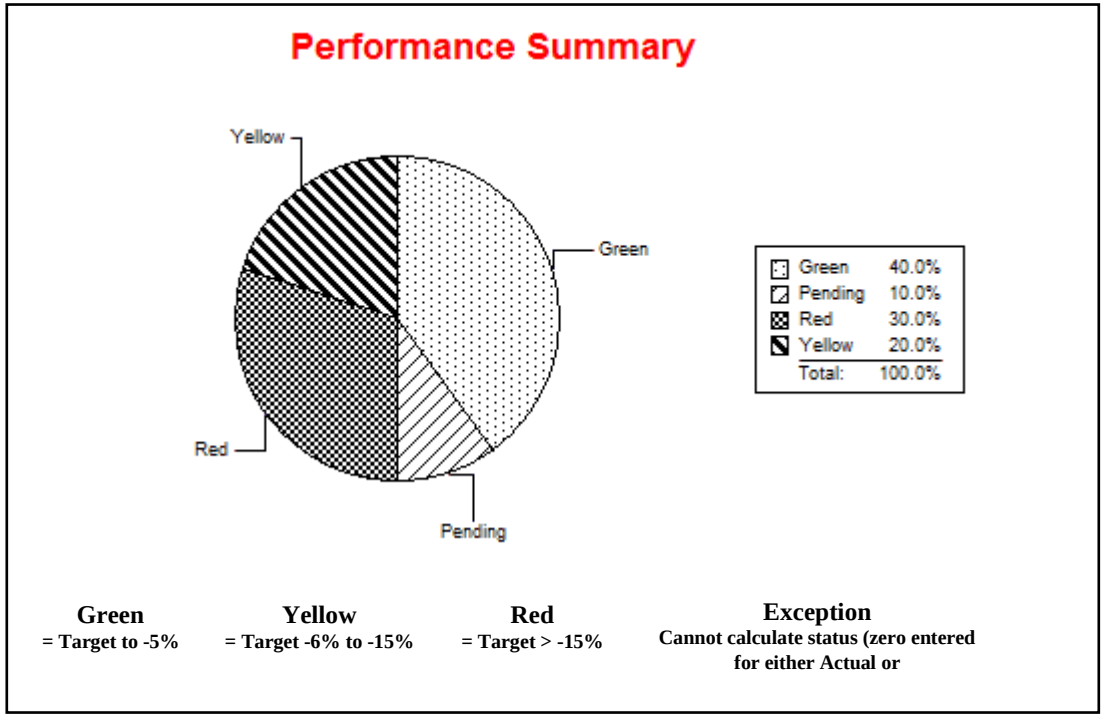
2014-2015 KPM #	2014-2015 Approved Key Performance Measures (KPMs)
1	OPERATIONS--The percentage of total funding used in agency operations.
2	OUTSIDE FUNDING--The percentage of funding from other sources resulting from OWEB's grant awards.
3	RESTORATION--The percentage of OWEB watershed restoration investments that address established basin and watershed restoration priorities.
4	PAYMENTS--The percentage of complete grant payment requests paid within 24 days.
5	FISH POPULATIONS--The percentage of monitored native fish species that exhibit increasing or stable levels of abundance.
6	PLANT COMMUNITIES--The percentage of improved riparian stream miles of the total number of stream miles in Oregon.
7	WORK PLANS--The extent to which watershed councils funded by OWEB accomplish their work plans each biennium.
8	FISH MONITORING--The percentage of native fish, where monitoring needs have been quantified, that were monitored to a level considered adequate under the Oregon Plan Monitoring Strategy and ODFW's Native Fish Status Review.
9	SALMON HABITAT QUANTITY--The percentage of potential aquatic salmon habitat made available to salmon each year.
10	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.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
	Title: **Rationale:**

WATERSHED ENHANCEMENT BOARD	I. EXECUTIVE SUMMARY

Agency Mission: To help protect and restore healthy watersheds and natural habitats that support thriving communities and strong economies.

Contact: Renee Davis, Deputy Director	**Contact Phone:** 503-986-0203
Alternate: Meta Loftsgaarden, Executive Director	**Alternate Phone:** 503-986-0180



1. SCOPE OF REPORT

All of the Oregon Watershed Enhancement Board (OWEB) programs and services are addressed by the agency performance measures in some manner. Several Key Performance Measures are designed to gauge the progress of the Oregon Plan for Salmon and Watersheds and other natural resource agencies. OWEB's ability to report on some measures included in this report is, in large part, dependent upon the participation and coordination with other natural resource agencies.

2. THE OREGON CONTEXT

In 1998, Ballot Measure 66 for Parks and Salmon was passed overwhelmingly by the citizens of Oregon. This measure dedicated significant resources and confirmed the commitment of Oregonians to the ongoing efforts under the Oregon Plan. By way of constitutional amendment to Article XV, the initiative dedicated 15% of the State's lottery revenue to fund the acquisition and maintenance of state parks and for the restoration and protection of fish and wildlife habitat, salmon populations, water quality, and watershed health. In 1999, the Legislature passed House Bill 3225, which created OWEB and established the agency's responsibility for administering half of the funds generated under Measure 66 for the non-park purposes. In 2010, Ballot Measure 76 was passed, also overwhelmingly, by the citizens of Oregon. This measure affirmed the dedication of 15 percent of the State's lottery revenue to natural resources, with half of the funds to OWEB and the other half to the Oregon Parks and Recreation Department. Senate Bill 342 was passed during the 2011 legislative session. Among other things, the bill modified the mechanics of how funding is distributed and the purposes for which it can be used. OWEB's mission remains unchanged: To help protect and restore healthy watersheds and natural habitats that support thriving communities and strong economies. With implementation of Ballot Measure 76 having been underway for several years, OWEB now is considering some changes to its key performance measures to more accurately reflect the agency's business needs and processes. OWEB collaborates with many partners in the context of the Oregon Plan to achieve both agency-focused results toward outcomes and broader partner-based progress under the Plan. Collaborators include state natural resource agencies such as the Oregon Department of Fish and Wildlife, Oregon Water Resources Department, Oregon Department of Forestry, Oregon Department of Environmental Quality, Oregon Department of Agriculture, and others. Additional partners that are critical to OWEB's ability to achieve its objectives are groups such as: watershed councils, soil and water conservation districts, tribes, federal agencies, local resource agencies, and non-governmental organizations.

3. PERFORMANCE SUMMARY

Many of OWEB's Key Performance Measures were revised more than five years ago, during the 2007-2009 biennium, when significant additions, refinements, and changes were made to OWEB's Key Performance Measures. OWEB focused on building reporting and analytical capabilities to assess these revised measures. . While measurement of performance and accounting since then has improved and identified some trends, additional KPM adjustments are needed to more accurately account for reporting data availability, business needs and practices under Measure 76, adjustments made resulting from revenue stabilization, and methods that may more accurate reflect priority trends. Some of the trends that have materialized in the data do represent useful information that the agency can use for management and policy direction. However, other trends--such as those for agency operational costs (KPM#1)--result the use of calculation methods that do not well account for changes to OWEB base funding relative to OWEB's operating costs that occurred due to statutory adjustments under Measure 76. In the case of riparian area restoration (KPM #6), the decline is influenced heavily by the decrease in voluntary reporting. Additionally, access to federal data has often been difficult. Reporting on four of the agency's 10 KPMs is dependent upon other agencies that collect and maintain pertinent data.

In 2015, there were six KPMs that did not attain their targets: #1, 2, 6, 7, 9 and 10. KPM #1, Agency Operations, was above the target goal for the third consecutive year, largely as a result of administrative changes pertaining to other agency funding under Measure 76. Under Measure 76, the distribution of funding to other agencies no longer involves OWEB administration of Interagency Agreements with receiving agencies. Since the Measure 76 expenditures on other agency programs are quite large, the removal of these from the calculation results in a significant change. KPM #2, Outside Funding, was below the ambitious target of 150%, but well above comparable agencies. KPM #6, Plant Communities (riparian miles improved), was below the target of 1% (515 miles) of the streams improved in Oregon for the 6th year in a row. This measure includes OWEB, federal, and voluntarily reported projects. The target for this measure was established during a period when voluntary reporting was at its peak in 2007-2008, thus resulting in a challenge to continue to meet this target given the shifts observed in voluntary reporting during this more than 5-year period. Additionally, quantitative information about the amount of riparian areas in need of improvement is lacking, which may result in an underestimate of this measure. KPM #7, Council Capacity, was below the target due to higher standards implemented by the OWEB Board in 2014.

Watershed councils are currently working to meet the higher standards to be eligible for council capacity grants. KPM #9, Salmon Habitat Quantity, was very close to being met and would have been met had federal data been available for 2014. KPM #10, Customer Service, did not meet the high bar of 91% due to a number of factors, including recent changes to the sampling methodology used for OWEB's customer service survey, along with organizational and administrative changes to several OWEB program areas within the last two years. One of the measures, KPM #3, Restoration, falls into the "pending" status category as adjustments are made to this OWEB program area.

The three remaining KPMs (#4, 5 and 8) met their targets in 2015.

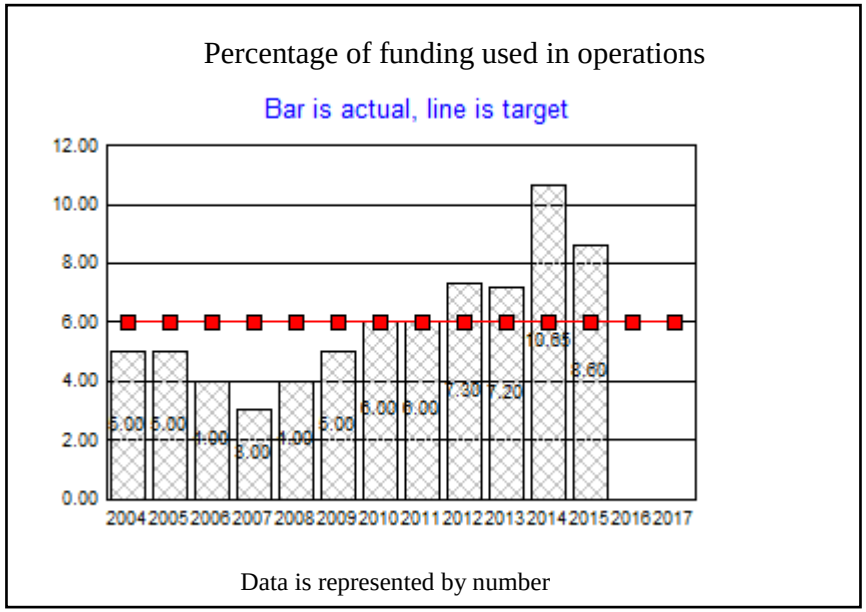
4. CHALLENGES

The challenges identified in last year's APPR are also applicable during fiscal year 2015. These challenges include the fact that many of OWEB's performance measures require data collected and maintained by other agencies. Additionally, OWEB has experienced several significant events since the current KPMs were established and adopted, such as: A ballot measure resulting in statutory changes to the funding available, changes to responsibilities with other agency funded programs, adoption by the OWEB Board of the agency's long-term investment strategy, reduced and stabilized revenues compared to prior significant annual growth, a large number of staff retirements within the last two years, an agency reorganization, and the start-up of new program areas such as focused investment partnerships and forest collaborative grants. Collectively, these developments and changes warrant a significant consideration of adjustments to outdated measures, targets, and/or calculation methods to better align with the current and future business of the agency.

5. RESOURCES AND EFFICIENCY

OWEB receives its funding from Oregon Lottery revenues and other sources including federal Pacific Coastal Salmon Recovery Fund, federal U.S. Fish and Wildlife Service, Pacific Marine Fisheries Commission and Salmon License Plate revenues. The agency budget for 2013-15 is approximately $92.8 million. About $48.3 million, or 52% of the biennial budget, reflects OWEB's budget for the 2015 fiscal year.

KPM #1	OPERATIONS--The percentage of total funding used in agency operations.	2004
Goal	Build effective partnerships to achieve watershed health.	
Oregon Context	OWEB's mission is to help protect and restore healthy watersheds and natural habitats that support thriving communities and strong economies in support of the Oregon Plan for Salmon and Watersheds.	
Data Source	SFMA data warehouse	
Owner	Cindy Silbernagel, Fiscal Services Manager, (503) 986-0188	



1. OUR STRATEGY

OWEB secures funding from a diversity of sources and strives to disburse as much as possible to local groups for on-the-ground projects across the state; keeping administrative costs to a minimum.

2. ABOUT THE TARGETS

The target of six percent is set low to ensure the majority of funds reach local watersheds. The performance measure calculation was modified during the 2007–09 biennium to a more accurate method (i.e., compare agency operational costs to agency total revenue). This method was used through 2011 and changed in 2012 with the passage of Measure 76. That year, statutory changes associated with Measure 76 resulted in some funding previously included in agency total revenue to be removed and the method was revised to compare agency operational costs to only the grant expenditures portion of the agency's budget, resulting in higher operation percentages. As a result, OWEB is considering revisions to this KPM that would accurately measure agency operations under Measure 76. Revisions will be proposed in the 2017 Legislative Session.

3. HOW WE ARE DOING

In FY 2015, the percentage of total funding used in agency operations decreased to 8.6% from 10.65% in FY 2014 due to an increase in grant payments. After being modified in the 2007‑2009 biennium to be derived by assessing a ratio of the annual operational costs to total agency revenue for the period, the approach to calculating this measure was modified in 2012 to reflect statutory changes associated with agency revenue. The increased percentage of total funding used in agency operations in 2012-2015 is directly due to these changes rather than an increase in operational costs. During 2012-2015, agency overhead and staffing levels have remained relatively flat. The largest drivers of the increase are the removal of other agency payments as a result of Measure 76, a decline and subsequent flattening of revenue, and a lagging effect of reduced revenues in the 2009-2011 Biennium. The agency's revenue comes from Measure 76 lottery funds, salmon license plate dollars, the federal Pacific Coastal Salmon Recovery Fund, the Pacific States Marine Fisheries Commission, the U.S. Fish and Wildlife Service, and other sources.

4. HOW WE COMPARE

Because OWEB is largely a 'pass-through' grant agency, it is not appropriate to compare the agency's operational cost ratios with other state agencies that are directly responsible for lands, regulation, or activities that require higher staffing percentages. With OWEB being similar to private foundations and charitable organizations, a comparison is warranted with their overhead costs. Between 2007 and 2009, administrative expenses for independent foundations that were staffed at levels between 15-50 employees had administrative expenses of 15%, on average. These comparisons would suggest that OWEB's administrative costs appear to be within an appropriate range.

5. FACTORS AFFECTING RESULTS

In 2012-2015, OWEB exceeded the Agency Operations costs target of 6%. As noted above, this is a direct result of the passage of Measure 76 under which

OWEB no longer funds other state agencies using Grant Funds. Instead, Measure 76 funds are used by the legislature to support other state agencies through its 'Agency Operations' fund. OWEB does not administer these funds so these dollars are removed from the existing calculation of Operating Costs. As a consequence, OWEB Agency Operations have the appearance of rising dramatically above the 6% threshold. This is the fourth year that OWEB has exceeded the goal. OWEB will be proposing KPM revisions for consideration in the 2017 Legislative Session to more accurately reflect ratios in alignment with how M76 funds are distributed.

The decline in Lottery Fund revenue in recent years has also had an effect on the increased ratio of administrative costs to revenue. The agency has worked to secure additional revenue through a competitive grant application to the National Oceanic and Atmospheric Administration's Pacific Coastal Salmon Recovery Fund that resulted in an average award of $13 million during FY 2013-2015. OWEB will continue to look to secure funding from additional sources in the future.

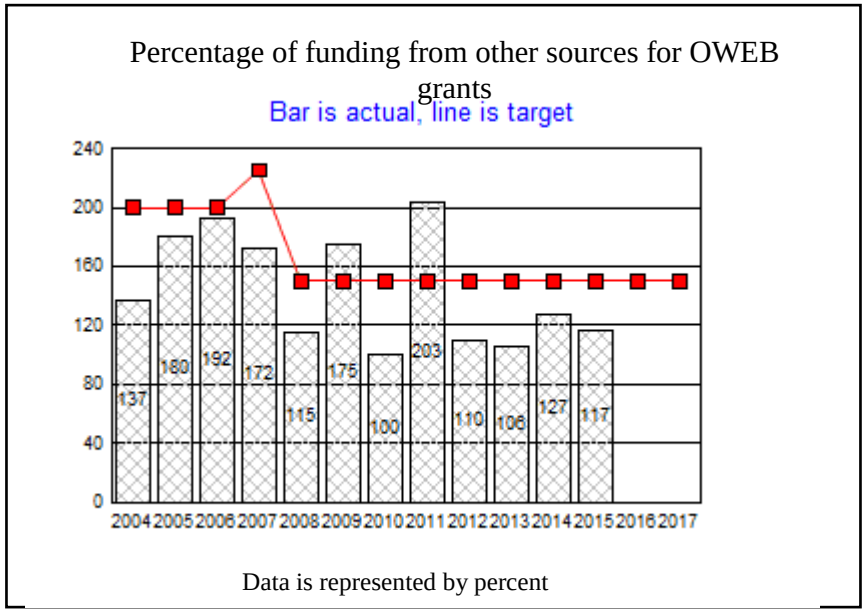
6. WHAT NEEDS TO BE DONE

The passage of Ballot Measure 76 and subsequent enactment of Senate Bill 342, which changed the structure of grant and operation funds, requires a revision to the method used for calculating this performance measure target. The target also warrants consideration for adjustment due to changes in granting practices associated with statutory requirements.

7. ABOUT THE DATA

Oregon FY 2015. Data are maintained and tracked by OWEB's Business Operations Program. Administrative costs for foundations and charitable organizations comes from a 2012 report from the Foundation Center entitled: "Benchmarking Foundation Administrative Expenses: Update on How Operating Characteristics Affect Spending" available at: http://foundationcenter.org/gainknowledge/research/pdf/expenses2012.pdf.

KPM #2	OUTSIDE FUNDING--The percentage of funding from other sources resulting from OWEB's grant awards.	2004
Goal	Build effective partnerships to achieve watershed health.	
Oregon Context	OWEB's mission is to help protect and restore healthy watersheds and natural habitats that support thriving communities and strong economies in support of the Oregon Plan for Salmon and Watersheds.	
Data Source	OWEB Grant Management System	
Owner	Cindy Silbernagel, Fiscal Services Manager, (503) 986-0188	



1. OUR STRATEGY

Matching other funds to OWEB grant funds provides an important added value to the local partnership, fiscal integrity, and likelihood of success of funded projects. Governmental and non-governmental organizations are involved in securing and contributing additional funds to OWEB grants.

2. ABOUT THE TARGETS

The targets, which were set especially high for this performance measure, were formulated prior to actual measurement of the metric. Beginning with the 2007–09 Biennium, the target was adjusted downward to more accurately reflect the expected potential of matching dollars available to OWEB grantees. This adjustment was informed by the projections of steep declines in traditional federal grant contributions. This target continues to be evaluated for potential adjustment to accurately reflect match funding availability. In addition, OWEB is considering revisions to this KPM that would reflect funding the agency brings to match M76 investments. Revisions will be proposed in the 2017 Legislative Session.

3. HOW WE ARE DOING

OWEB requires only 25% match from its grantees. By comparison, for FY 2015, OWEB grantees provided a contribution of 117% for every OWEB dollar on average. This figure is a slight decrease from a contribution of 127% in FY 2014, but higher than the contribution of 106% in FY 2013. The trend is a reflection of varying levels of available grant funds that are used as match to OWEB grants. OWEB expects variation in this performance measure based on both the national and local economies over time.

4. HOW WE COMPARE

A match of over $1.17 to every $1.00 from OWEB is a significant return-on-investment, and, as noted above, OWEB's match requirement is only 25%. For example, a similar program operated by the Washington Salmon Recovery Funding Board (SRFB) reports that for 2014, its grantees have provided 26% in matching dollars, donated materials, or services. This amount is significantly lower than the match percentage of 117% that OWEB grants provide.

5. FACTORS AFFECTING RESULTS

The availability of other funding sources and the amount of those funds is the overarching factor affecting the ability of grantees to exceed the mandatory 25% match that OWEB requires for every grant provided. OWEB grantees consistently exceed this requirement.

6. WHAT NEEDS TO BE DONE

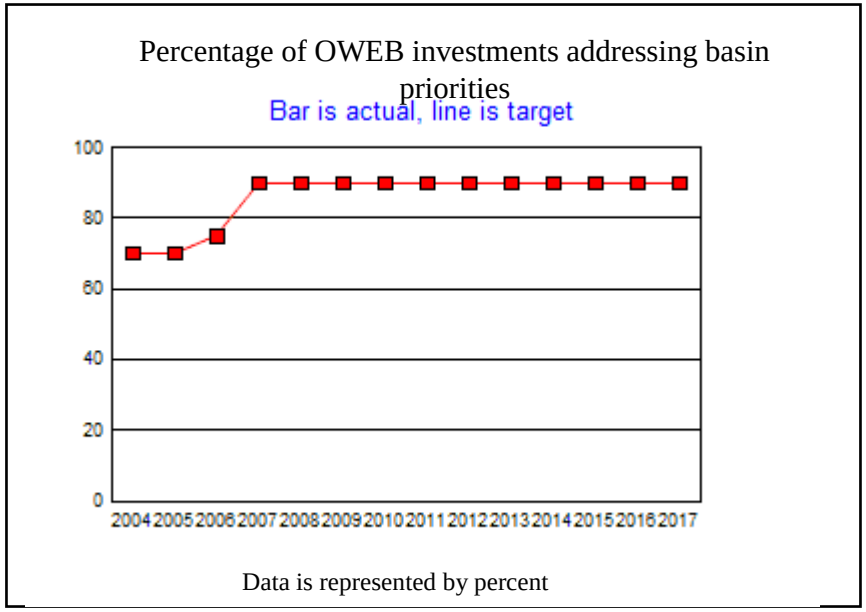
OWEB staff will continue to search for opportunities to pair grantees with additional funding sources and strive to attain the target in future years. OWEB will continue to track performance under this measure to determine if the target is reasonable or whether an adjustment is necessary.

7. ABOUT THE DATA

Oregon FY 2015. Data are maintained and tracked by OWEB's Business Operations Program. OWEB requires a minimum of 25% match for each grant it funds and encourages a higher percentage of investment from its grant applicants. The required match of 25% must be secured by the grantee before OWEB will disburse initial funding to a project. The amount of potential match is a factor considered in the initial review of an application. The total match ultimately secured for a grant is reported to OWEB as a part of the grantee's final project completion report. Final match information is required before OWEB will disburse the remaining 10% of any grant award.

Information about investments by the State of Washington SRFB is available from the State of Washington's Recreation and Conservation Office's Project Recovery System (PRISM) http://www.rco.wa.gov/prism_app/about_prism.shtml

KPM #3	RESTORATION--The percentage of OWEB watershed restoration investments that address established basin and watershed restoration priorities.	2004
Goal	Build effective partnerships to achieve watershed health.	
Oregon Context	OWEB's mission is to help protect and restore healthy watersheds and natural habitats that support thriving communities and strong economies in support of the Oregon Plan for Salmon and Watersheds.	
Data Source	Basin-scale restoration priorities documents, Focused Investment Partnership Program priorities	
Owner	Renee Davis, Deputy Director, (503) 986-0203	



1. OUR STRATEGY

OWEB addresses established basin and watershed priorities in two ways. First, OWEB funds watershed councils to develop watershed assessment plans which prioritize the areas of greatest need. Potential grantees within the Regular Grant Program are required to indicate the conservation plans/priority documents that

their proposals address. Additionally, regional review teams that make decisions about which grants to fund are composed of professionals knowledgeable about the priority issues and areas in each OWEB region. Secondly, the OWEB Board approved a long-term investment strategy in June of 2013 that includes an investment category designed to invest with partners in focused ecological outcomes based on state, basin and watershed restoration priorities (Focused Investment Partnership [FIP] Program). In 2014, the Board solicited suggestions for FIP priorities from a diversity of partners and agencies, and ultimately adopted seven FIP priorities in April of 2015. Solicitation for funding requests for Focused Investment Partnerships began in July of 2015.

2. ABOUT THE TARGETS

The target was established as a high bar to ensure that the connection between investments and the restoration priorities occurs. However, the target was established prior to the development of an adequate method to measure it, and no sufficient measure has yet been established.

3. HOW WE ARE DOING

Currently, OWEB does not have a satisfactory method of measuring the Regular Grant Program investments that address the established basin and watershed restoration priorities. However, as discussed in the 'Our Strategy' section, OWEBs processes are designed to help ensure that grant funding is used in priority areas by 1) helping grantees create watershed assessments and action plans and 2) utilizing local natural resource professionals to evaluate proposed projects relative to restoration priorities identified in existing watershed assessments and state and federal conservation and recovery plans, as an example. In addition, OWEB has initiated Continuous Improvement as a component of its business practices and, within that context, is exploring ways to account for this KPM.
As the Board continues implementation of the FIPs, federal, state, and local watershed assessments and conservation and recovery plans will be utilized as part of a prioritization process. Once complete, all funding through the FIPs will be tied to specific basin and watershed restoration priorities.

In 2012, NOAA Fisheries issued new requirements for the Pacific Coastal Salmon Recovery Fund (PCSRF) program, a competitive grant program to which Oregon applies annually and which has resulted in funding a portion of OWEB's agency budget for over a decade. In response to these requirements, OWEB made refinements to its grant-making program, including a specific review of potential projects for which PCSRF funds would be used to ensure the projects meet NOAA priorities for salmon recovery. However, because comparable, quantitative methodologies for assessing pertinence of proposed projects for a comprehensive set of watershed and restoration priorities do not exist, OWEB continues to explore appropriate measures and methodologies to address this topic across all of its grant-making.

Currently, OWEB is discussing changes to several KPMs with the Legislature to ensure that the agency's KPMs are relevant and measurable. The percentage of restoration projects addressing watershed priorities is one KPM that may be revised in the future. Although OWEB's grant-making processes address this KPM, a methodology for quantifying these processes for the purpose of KPM reporting remains a challenge.

4. HOW WE COMPARE

In a similar approach conducted by the federal government, NOAA Fisheries notes in its 2009 Report to Congress that limiting factor analyses have been completed for 27 of the 28 Evolutionarily Significant Units for salmon and Distinct Population Segments for steelhead. These documents are being used to guide restoration investments under Pacific Coastal Salmon Recovery Fund. Information about how well projects address limiting factors is utilized by OWEB in its grant review processes for both the Regular Grant Program and the FIP Program.

5. FACTORS AFFECTING RESULTS

Aligning basin and watershed restoration priorities with other federal and state agencies is complex and time consuming. OWEB works to address this in two ways: 1) through the use of regional review teams for the Regular Grant Programs, OWEB convenes a diversity of technical experts to evaluate grant applications in light of basin and watershed restoration priorities and 2) during the FIP priority-setting and grant review processes, OWEB convenes expert groups to evaluate proposed initiatives relative to how well they address limiting factors and priority actions identified in state conservation and federal recovery plans. Actions such as these help promote consistency among agencies and have the potential to lead to increased ecological benefits from future investments in restoration.

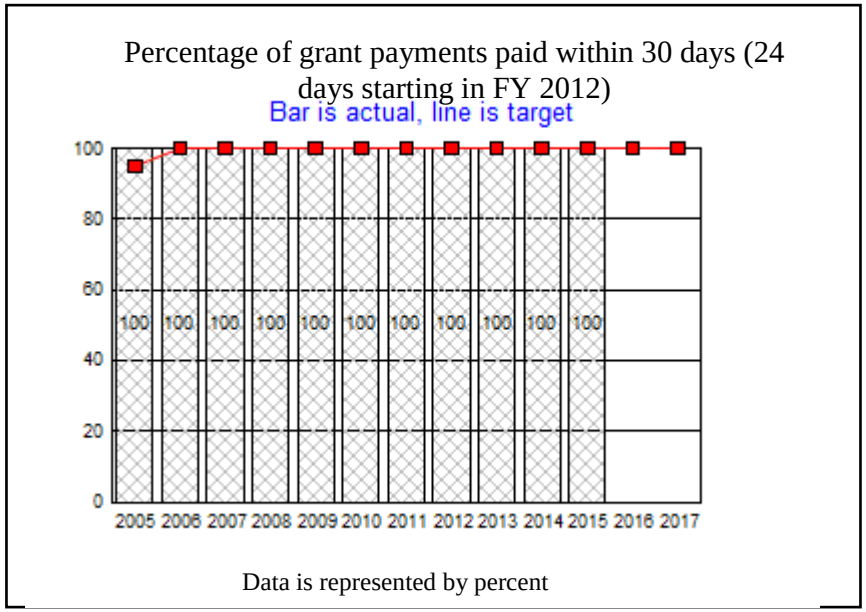
6. WHAT NEEDS TO BE DONE

As mentioned above, OWEB is discussing changes to several key performance measures with the Legislature to ensure that they are relevant and measurable. The percentage of restoration projects addressing watershed priorities is one of those KPMs that will be proposed for revision in the 2017 Legislative Session.

7. ABOUT THE DATA

The OWEB restoration priorities information is available at: http://www.oregon.gov/OWEB/pages/restoration_priorities.aspx.The 2009 Report to Congress is available at: http://www.westcoast.fisheries.noaa.gov/publications/recovery_planning/salmon_steelhead/pcsrf/pcsrf-rpt-2009.pdf. The status of the FIPs are available at: http://www.oregon.gov/OWEB/Pages/FIP_Priorities.aspx.

KPM #4	PAYMENTS--The percentage of complete grant payment requests paid within 24 days.	2004
Goal	Make effective and accountable investments in watershed health.	
Oregon Context	OWEB's mission is to help protect and restore healthy watersheds and natural habitats that support thriving communities and strong economies in support of the Oregon Plan for Salmon and Watersheds.	
Data Source	OWEB fiscal staff monthly reporting	
Owner	Cindy Silbernagel, Fiscal Services Manager, (503) 986-0188	



1. OUR STRATEGY

The operation and management of a competitive grant program is a major component of OWEB's business activities. The timely processing of grant payments benefits OWEB and its partners by providing the necessary resources to implement watershed enhancement work in an expeditious manner.

2. ABOUT THE TARGETS

The target is ambitious, but OWEB believes it is necessary to be prompt with payment requests and strives for excellence. Many grantees depend on the timely disbursement of these resources to support operation and management obligations. This measure's target was modified from payments made within 30 days to payments made within 24 days.

3. HOW WE ARE DOING

During FY 2015, OWEB met the 100% target of complete grant payment requests paid within 24 days. OWEB met its target during each of the last 10 fiscal years. Because the agency is fully meeting this target, the agency is reviewing the measure to see if it continues to be an ambitious target or if the agency should continue other performance measures for which to track the agency's efficiency in delivering services. Any changes will be proposed during the 2017 Legislative Session.

4. HOW WE COMPARE

OWEB is statutorily required to make payments within a 45-day period, and continues to meet and well exceed this statutory requirement as noted in the KPM results.

5. FACTORS AFFECTING RESULTS

The review of payments, effective staffing levels matched to workload, and strategic investments in new techniques and technology to improve efficiency enables the fiscal section to meet this target.

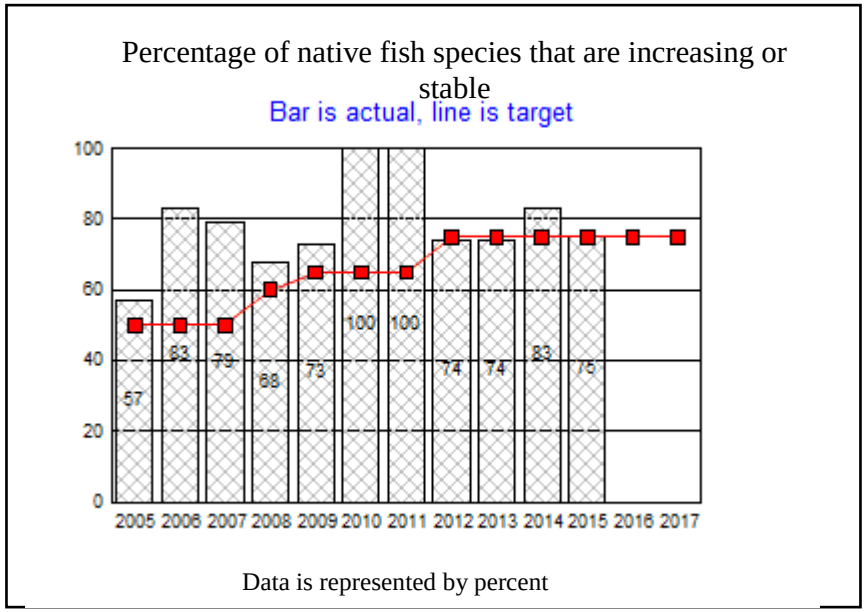
6. WHAT NEEDS TO BE DONE

OWEB strives to meet the more ambitious target set forth.

7. ABOUT THE DATA

Oregon FY 2015. These data are maintained and tracked by OWEB's Business Operations Program. In May of 2004, the agency added an internal performance measure to track the total number of days elapsed between receiving a complete grant payment request from the field and finalizing the payment process in Salem.

KPM #5	FISH POPULATIONS--The percentage of monitored native fish species that exhibit increasing or stable levels of abundance.	2004
Goal	Make effective and accountable investments in watershed health.	
Oregon Context	OWEB's mission is to help protect and restore healthy watersheds and natural habitats that support thriving communities and strong economies in support of the Oregon Plan for Salmon and Watersheds.	
Data Source	The Oregon Department of Fish and Wildlife (ODFW) staff	
Owner	Renee Davis, Deputy Director, (503) 986-0203	



1. OUR STRATEGY

Information about the trend in the abundance of native fish species will inform OWEBs funding priorities for watershed restoration and monitoring projects in the future. OWEB has funded the Oregon Department of Fish and Wildlife (ODFW) to collect high-quality fish abundance and distribution data under the umbrella of

the Oregon Plan for Salmon and Watersheds. While data are collected for individual populations and river basins, more work is necessary to establish overall trends in the level of abundance for native fish species.

2. ABOUT THE TARGETS

This measure was modified in FY 2007. Targets represent an increasing abundance of native fish species. Data about trends in native fish populations will assist OWEB in making strategic investments in monitoring by Oregon Plan partner agencies. This information will also assist OWEB in strategically restoring areas where monitoring has revealed that fish populations are likely to respond positively to restoration activities.

3. HOW WE ARE DOING

ODFW fish biologists determined that the percentage of monitored native fish species exhibiting increasing or stable levels of abundance increased between FY 2008 and 2011, declined in FY 2012, and has since remained within the range of the 2006-2009 data during the last three years (74, 83, and 75% in FY 2013, 2014, and 2015, respectively). The species included in this assessment have varied through time in response to fluctuations in monitoring resources and priorities. Twenty native fish species that were assessed in either the 2005 Native Fish Status Report or in the 1995 Biennial Report on the Status of Wild Fish in Oregon are currently being monitored for abundance. Monitoring results show15 species with stable or increasing abundance: chum salmon, coho salmon, spring Chinook salmon, fall Chinook salmon, winter steelhead, summer steelhead, coastal cutthroat trout, bull trout, green sturgeon, Miller Lake lamprey, Warner sucker, Foskett speckled dace, sockeye salmon, Borax Lake chub, and Oregon chub. White sturgeon and Pacific lamprey have shown recent declines in abundance. FY 2015 monitoring included species that have not been recently monitored (e.g., Millicoma dace, Umpqua chub, western brook lamprey), thus precluding evaluation of trends in abundance. Also in FY 2015, the Oregon chub was the first fish species in the over 40-year history of the federal Endangered Species Act (ESA) to be de-listed due to population recovery.

4. HOW WE COMPARE

The Pacific Northwest region, as a whole, is continuing toward consistent monitoring and evaluation of trends in native fish populations. The Pacific Northwest Aquatic Monitoring Partnership (PNAMP)’s Integrated Status and Trend Monitoring workgroup provides a forum for regional dialogue pertaining to coordinated and integrated fish and habitat Research, Monitoring and Evaluation (RME) plans. Once completed, a scientifically sound comparison of the status of native fish populations will be possible.

5. FACTORS AFFECTING RESULTS

OWEBs ability to report on this measure is dependent upon ODFW. Many native fish species are not the specific target of monitoring by ODFW, but some of these species maybe periodically monitored because they occur near targeted species.

Additionally, not all species are monitored annually by ODFW and some species have been monitored for a limited number of years. Thus, not enough data are available to make a quantitative assessment of trends in annual abundance.

6. WHAT NEEDS TO BE DONE

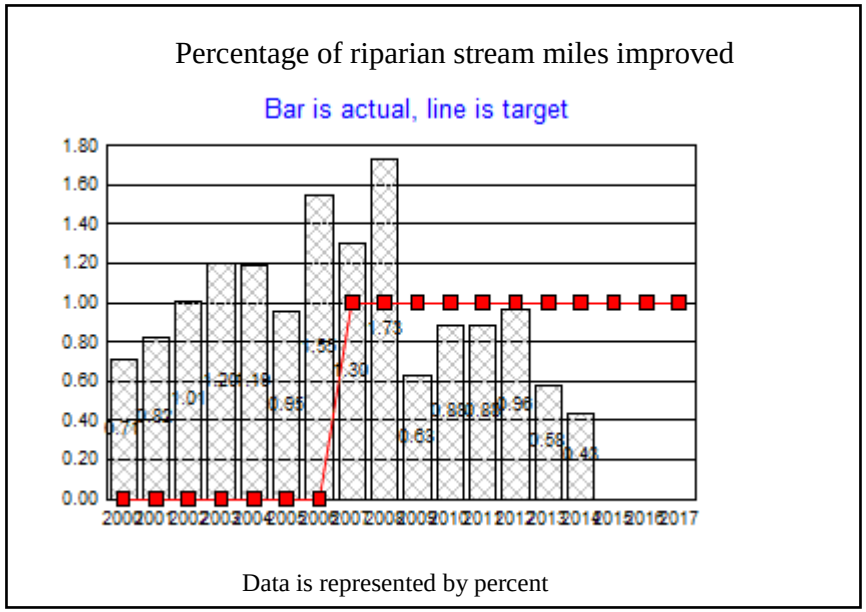
OWEB will continue to work with ODFW to refine the capability to report on this measure through assessment and monitoring efforts. The recently adopted conservation plan for coastal Chinook and spring Chinook salmon, chum salmon, winter and summer steelhead, and cutthroat trout is in its implementation phase. Conservation and recovery plans are a priority for ODFW, and these plans identify monitoring priorities needed to track the long-term status and trends for ESA listed and native fish species. ODFW maintains the Salmon Recovery Tracker to report on progress made towards achieving the measureable criteria identified in the State of Oregon's fish conservation and recovery plans. These criteria focus on fish abundance, productivity, diversity, and spatial structure, as well as the condition of habitat.

7. ABOUT THE DATA

Oregon FY 2015. Data reflect monitoring by ODFW and may not indicate monitoring conducted by other entities. The Native Fish Status Report was completed in 2005 and is available at http://www.dfw.state.or.us/fish/ONFSR.In addition, there are other data available from FY 2015 on native fish monitoring efforts at the Salmon and Steelhead Recovery Tracker at http://odfwrecoverytracker.org/ and from the ODFW Natural Resource Information Management Program website athttp://rainbow.dfw.state.or.us/nrimp/default.aspx. Information on this website includes estimates of adult fish returns, adult fish counts at dams and weirs, and habitat distribution information, among other topics. Information about native non-salmonid species is available from ODFW at http://odfwnfi.forestry.oregonstate.edu/.

WATERSHED ENHANCEMENT BOARD	II. KEY MEASURE ANALYSIS

KPM #6	PLANT COMMUNITIES--The percentage of improved riparian stream miles of the total number of stream miles in Oregon.	2004
Goal	Make effective and accountable investments in watershed health.	
Oregon Context	OWEB's mission is to help protect and restore healthy watersheds and natural habitats that support thriving communities and strong economies in support of the Oregon Plan for Salmon and Watersheds.	
Data Source	For this year's report, the OWEB Oregon Watershed Restoration Inventory (OWRI) was used. For past years, the OWRI, the federal Interagency Restoration Database (IRDA), Bureau of Land Management (BLM), U.S. Forest Service (USFS) WIT database, and Grande Ronde Model Watershed (GRMW) Program restoration databases were also included.	
Owner	Renee Davis, Deputy Director, (503) 986-0203	



1. OUR STRATEGY

The measure will assist OWEB in understanding investments made to date in riparian restoration projects, establishing priorities, and making targeted investments

in riparian related projects in the future.

2. ABOUT THE TARGETS

The measure indicates the general extent and trend of streamside restoration undertaken within the state. A target of 1% represents approximately 515 riparian stream miles improved in Oregon.

Based on the way this target was established, only a portion of the work is within OWEB's ability to control. The KPM relates to ALL stream miles improved, not just those improved with OWEB funding. As a result, OWEB's ability to report on the measure and meet the target is in large part dependent upon Oregon Plan partner agencies reporting their activities to the Oregon Watershed Restoration Inventory (OWRI). This measure has also included significant voluntary reporting by private entities. It has become apparent the target will likely need to be re-evaluated. Between 2010 and 2013, OWEB had been unable to predictably obtain comparable streamside restoration data from federal agencies and privately funded voluntary streamside restoration, limiting the agency's ability to effectively discern trends. While OWEB was able to obtain federal data for these years in 2015, the lack of consistency in receiving data limits the usefulness of this analysis depending on the data sources for each specific year. In addition, OWEB was able to obtain information from the Farm Services Agency (FSA) about riparian restoration completed through the Conservation Reserve Enhancement Program (CREP) for the first time in 2015. However, some data gaps exist. For instance, the CREP data only includes active contracts so expired contracts where riparian improvements were made are not included. OWEB anticipates a re-evaluation of this measure to more accurately portray progress towards improving riparian conditions throughout the state. OWEB will continue to strive to meet target measures through a combination of Board investments and coordinated, strategic restoration work by organizations such as watershed councils, soil and watershed conservation districts, and other organizations.

3. HOW WE ARE DOING

The percentage of total riparian stream miles that are improved each year in Oregon ranges from 0.27% to 1.36% for the period 2000-2014. The number of riparian stream miles improved annually ranges from 144 to 697 for this same period. However, in 2013, there was a substantial reduction in the reported total number of riparian miles treated. Currently, the improved riparian stream miles reported for 2014 is 0.27%, or 144 miles, which is an approximation due to the fact that federal data have not yet been reported for this year. Therefore, the data for 2014 is currently incomplete. However, OWEB was able to obtain data from the U.S. Forest Service (USFS) and Bureau of Land Management (BLM) for 2010-2013, which had previously been missing, but is now reflected in the KPM graph. Data from FSA also have been added. Excluding the 2014 data, the number of miles of riparian improvement has varied substantially over the reporting period and decreased from 2012 to 2014. The overall trend since 2007 has been decreasing.

4. HOW WE COMPARE

By way of comparison, the State of Washington's Project Information System (PRISM) database reported 1,877 miles of completed riparian restoration projects

between 2000 and 2014. However, this only includes riparian restoration projects funded by the Washington Salmon Recovery Funding Board (SRFB) and does not include voluntary or federal reporting. Removing the voluntary and federally reported riparian restoration miles from OWEB's data results in 3,317 miles treated. That translates into OWEB funding treating 177% of the miles when compared to those treated with SRFB funding in neighboring Washington State.

5. FACTORS AFFECTING RESULTS

The factors that affect these results fall into three categories: assumptions, reporting, and other funded activities. First, the results shown are likely underestimates of the percentage of improved riparian stream miles because there is currently a lack of quantitative information about the total miles of stream in need of riparian improvement in Oregon. In the absence of this number, OWEB calculates the percentage based on the assumption that all 51,500 miles of perennial streams in the state (as determined by the U.S. Environmental Protection Agency), are in need of improvement. A significant portion of these perennial stream miles likely have adequate riparian plant communities, thus the results shown above may underrepresent the percentage of improved riparian habitats annually.
Secondly, voluntary reporting of riparian restoration projects to OWEB's OWRI has decreased steadily since the mid-2000s. It is unclear how much of this decrease is due to fewer voluntary activities being implemented, or less frequent reporting (e.g., if some of previously reported riparian restoration activities have become part of standard operating procedure, they may no longer be reported). Lastly, as noted above, information from federal sources about complementary riparian restoration are not current and may have data quality issues (e.g., some data may be missing from these datasets).

6. WHAT NEEDS TO BE DONE

OWEB will continue to make strategic and coordinated investments in riparian restoration projects, especially as these investments are targeted to address limiting factors and basin and watershed restoration priorities such as reducing sediment and water temperature. In addition, OWEB will track outputs of riparian restoration projects through the OWRI, maintain and build new information sharing agreements with local and federal partners, and explore data-sharing approaches with other state agencies that monitor improvements in riparian areas. Several examples of this are: 1) OWEB recently signed a Memorandum of Agreement to facilitate data sharing, monitoring, and reporting with FSA, This agreement has allowed OWEB to calculate riparian miles improved as a result of the CREP for the first time since its inception; 2) OWEB is working with the Oregon Department of Forestry to design a "Voluntary Measures Implementation Monitoring Project." The objective of this project is to evaluate the implementation rate of voluntary forest practice measures with a significant focus on riparian activities; and 3) OWEB is working with FSA and local partners on a comprehensive CREP effectiveness monitoring project.

This key performance measure is designed to be a placeholder until better information is available for trends in native riparian plant communities. The limitations to this are largely the lack of a statewide data set and map for riparian extent and condition. Recent innovations with LiDAR (Light Detection and Ranging), high resolution digital elevation models and other mapping efforts may improve riparian vegetation mapping analysis, and reporting, but statewide availability is still several years away. OWEB will continue to track and participate in these efforts—some of which are now occurring through the Clean Water Partnership initiated by the Governor's Office—and will make adjustments to this measure as information is made available.

7. ABOUT THE DATA

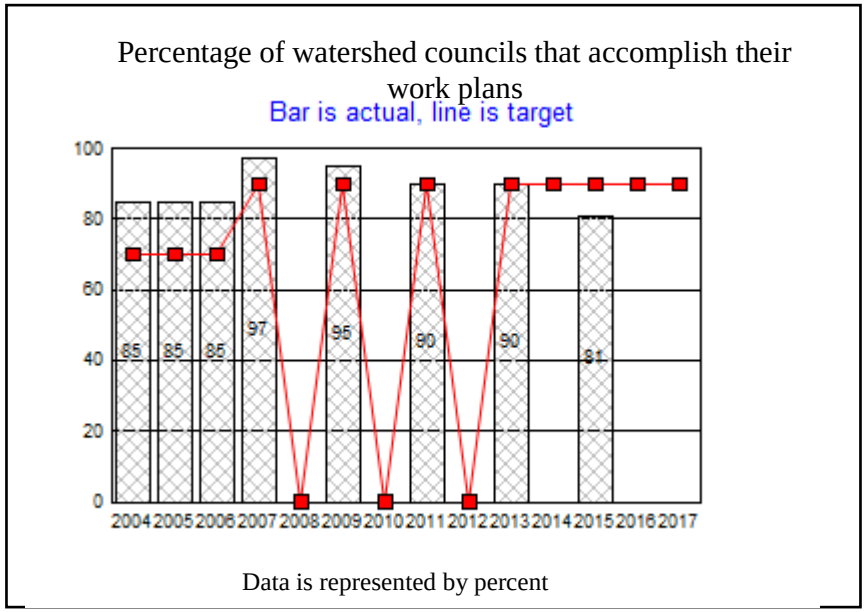
Data from OWRI are available for the calendar years of 2000-2014. The IRDA database, which included data from both the BLM and USFS, is used for the period of 2000-2009. Data from 2010-2013 from the USFS WIT database and from BLM has recently become available for the period of 2010-2013. Some duplication between the USFS and OWRI data was identified and excluded for this time period. The Grande Ronde Model Watershed database covers the period of 2000-2006. Projects completed along riparian areas as part of Oregon State Weed Board projects were not included in this measure.

Additional riparian data from CREP program from 2001-2014 was calculated using the overlap of riparian buffers with the National Hydrography dataset. Riparian work was presumed to be completed in the first year of the CREP contract.

The base number used for calculating the total number of stream miles in Oregon is approximately 51,500 perennial stream miles as determined by the U.S. Environmental Protection Agency (see http://www.epa.gov/bioindicators/pdf/OR_summary_final.pdf).

Information about investments by the State of Washington SRFB is available from the State of Washington's Recreation and Conservation Office's Project Recovery System (PRISM), http://www.rco.wa.gov/prism_app/about_prism.shtml.

KPM #7	WORK PLANS--The extent to which watershed councils funded by OWEB accomplish their work plans each biennium.	2004
Goal	Make effective and accountable investments in watershed health	
Oregon Context	OWEB's mission is to help protect and restore healthy watersheds and natural habitats that support thriving communities and strong economies in support of the Oregon Plan for Salmon and Watersheds.	
Data Source	OWEB merit scoring of watershed council support applications for the next biennium	
Owner	Courtney Shaff, Capacity Coordinator (503) 986-0046	



1. OUR STRATEGY

The purpose of OWEB's grants to watershed councils is to support effective watershed council (council) staff and operations in carrying out activities and projects to protect or restore native fish or wildlife habitats, improve water quality or stream flows. These groups also undertake resource assessment, planning, design and

engineering, technical assistance, monitoring, and involving people in voluntary actions to protect, restore and maintain the ecological health of lands and waters. The watershed councils' ability to demonstrate progress in work plan implementation and maintain effective organizational management and governance shows the effectiveness of OWEB's investment in helping to support the operating costs of watershed councils.

Currently watershed councils are evaluated for merit every two years. The watershed council capacity (Council Capacity) grant process supports OWEB's goal of resilient, sustainable local organizations, is performance and outcome based, and contains high standards for eligibility, reporting, and accountability.

2. ABOUT THE TARGETS

During the 2007–2009 budgeting process, OWEB proposed that this measure be evaluated every two years to correspond with the biennial merit review of councils. This proposed change was approved by the Legislature. The target was increased from 70% to 90% beginning in 2007. A watershed councils' ability to demonstrate progress in work plan implementation is one measure of watershed council operational effectiveness. Watershed councils are considered to have successfully completed their work plans if they demonstrate, through their work plan and annual updates, effective governance, management, and progress in planning, on-the-ground-restoration, and community engagement for watershed restoration purposes.

3. HOW WE ARE DOING

Fifty-nine Council Capacity grant applications were received by the March 2015 application deadline. The applications were evaluated based on five merit criteria: 1) effective governance, 2) effective management, 3) progress in planning, 4) progress in on-the-ground watershed restoration, and 5) progress in community engagement for watershed restoration purposes. All criteria are equally weighted in the review process. OWEB staff consider the following information in the review: 1) information in the council's two-year work plans and annual work plan updates, 2) answers to the Council Capacity grant application questions, 3) OWEB staff's knowledge of council performance, 4) any supplemental information provided by the council in response to OWEB's request, and 5) if requested by OWEB, interviews with council officers and staff.

OWEB considers a watershed council to have met its work plan objectives each biennium if they meet all five merit criteria during the review process. For the 2015–2017 Council Capacity grant cycle, 47 of the 59 watershed councils met all five of the merit criteria and received full funding, 11 watershed councils did not meet all the merit criteria and received reduced funding, and one council was determined to show inadequate performance and was not funded. When OWEB evaluates the data for the 58 watershed councils recommended for funding, 81% of those watershed councils met all five merit criteria and demonstrated progress in implementing their work plans. An explanation for the lower value—associated with new funding criteria and higher standards—is explained in Section 5 below.

4. HOW WE COMPARE

The approach of the Washington Salmon Recovery Funding Board (SRFB) is similar to OWEB's under the Oregon Plan for Salmon and Watersheds in that it identifies "lead entities," which are local, watershed-based organizations that solicit, develop, prioritize, and submit to the SRFB habitat protection and restoration projects for funding consideration. Lead entities develop local salmon recovery strategies based on science, and then recruit sponsors to propose projects that

implement these strategies. However, because of the slightly different structure of the SRFB process, it is not directly comparable to this measure, which is focused on work-plan accomplishments by watershed councils.

5. FACTORS AFFECTING RESULTS

In July of 2014, the OWEB Board adopted new rules and guidance for Council Capacity grants. The new funding criteria are performance and outcome-based and contain higher standards for eligibility and merit. The 2015–2017 Council Capacity grant cycle is the first time watershed councils were evaluated using the new five merit criteria and funded using three funding levels (fund, fund reduced, and do not fund), which is down from seven used previously. OWEB expects watershed councils to continue to improve and make progress in meeting the five merit criteria and demonstrate successful completion of council work plans.

Previously, watershed councils were scored on eight criteria. Criteria #8, the most heavily weighted criteria at 25% was "an effective council makes progress toward goals." This was considered an appropriate measure of performance to determine how well councils accomplished their work plans each biennium. These criteria were measured by evaluating the following: "In relation to its current funding level, the council has made significant progress toward their objectives related to 1) assessment, 2) education, 3) technical assistance, 4) monitoring or 5) restoration." Work plans typically consisted of objectives and tasks in these five activity areas. Data for 2011–2013 under Criteria #8 indicated that 95% of the watershed councils evaluated were in the top three of seven merit categories, and demonstrated progress toward their work-plan objectives. This shift in evaluation criteria last biennium affects the results for the KPM and limits comparability between these two time periods.

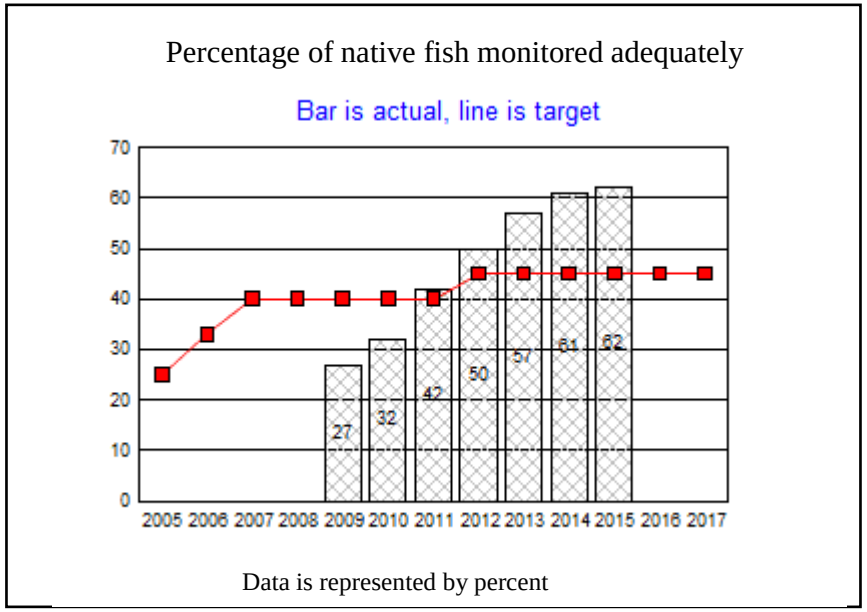
6. WHAT NEEDS TO BE DONE

The agency has completed the first grant cycle under the revised rules and guidance, and will continue to track watershed councils' performance under the higher standards for eligibility and merit.

7. ABOUT THE DATA

Data are made available every two years through the review of Council Capacity grant applications. The data for this report is from FY 2013-2015.

KPM #8	FISH MONITORING--The percentage of native fish, where monitoring needs have been quantified, that were monitored to a level considered adequate under the Oregon Plan Monitoring Strategy and ODFW's Native Fish Status Review.	2004
Goal	Build effective partnerships to achieve watershed health.	
Oregon Context	OWEB's mission is to help protect and restore healthy watersheds and natural habitats that support thriving communities and strong economies in support of the Oregon Plan for Salmon and Watersheds.	
Data Source	The Oregon Department of Fish and Wildlife (ODFW) staff	
Owner	Renee Davis, Deputy Director, (503) 986-0203	



1. OUR STRATEGY

This performance measure will assist in developing monitoring investment and program priorities for the agencies participating in the Oregon Plan for Salmon

and Watersheds, especially for the Oregon Department of Fish and Wildlife (ODFW) and OWEB.

2. ABOUT THE TARGETS

Information about this measure provides a comparison between the extent to which native fish are monitored relative to the need for monitoring. This measure identifies if a monitoring needs assessment has been conducted for a particular species. Additionally, the actual extent of monitoring can be compared to what is necessary for each species where a needs assessment has been completed. From this work, it will be possible to track which species are in need of additional monitoring, as well as, which species are in need of a monitoring assessment.

3. HOW WE ARE DOING

ODFW monitors and manages fish at the population level, which is a finer scale than the species level. Recovery plans required by the federal Endangered Species Act (ESA) and state conservation plans for native fish species include recommended levels of monitoring for a particular species. In recent years, monitoring needs have been quantified for 34 species management units (SMU), evolutionarily significant units (ESU), or Distinct Population Segments (DPS). Twenty-one (or 62%) of these units are monitored adequately relative to what is called for in the plans: Borax Lake chub, Chinook salmon (Oregon Coastal, Oregon Coastal Spring, Rogue Spring, Rogue Fall, Snake River Spring/Summer, Lower Columbia River Fall, Lower Columbia River Spring), chum salmon (Columbia River), coho salmon (Oregon Coast, Lower Columbia River), Foskett speckled dace, Lahontan cutthroat trout, Miller Lake lamprey, Oregon chub, steelhead (Middle Columbia, Snake River, Oregon Coastal Summer, Oregon Coastal Winter, Lower Columbia River), and Warner sucker. Species in need of additional monitoring included bull trout (range-wide), Chinook salmon (Snake River Fall, Upper Willamette, Lower Columbia River Late Fall), chum salmon (Oregon Coastal), cutthroat trout (Oregon Coastal), coho salmon (Southern Oregon/Northern California Coast), Hutton Spring Tui chub, Lost River sucker, shortnose sucker, steelhead (Willamette, Lower Columbia River Summer), and white sturgeon.

The monitoring needs outlined in these plans largely call for statistically robust survey designs that provide quantitative information on the status and trend of population abundance, productivity, diversity, and/or spatial structure. Such designs constitute adequate monitoring based on the expert opinion of ODFW fish biologists.

4. HOW WE COMPARE

The Pacific Northwest region, as a whole, is working to understand where monitoring data are adequate and inadequate for the evaluation of the status of native fish. A Columbia River Basin-wide review of monitoring priorities and gaps is currently underway. This joint review is being conducted by the National Oceanic and Atmospheric Administration, Bonneville Power Administration, and the Columbia Basin Fish and Wildlife Authority in cooperation with Northwest states and tribes. As this review is completed, it will provide high-level guidance on monitoring priorities in the Columbia Basin. Some actions have already begun to take place to address these monitoring priorities. This work will enable comparison of monitoring initiatives between Oregon and other states in future years.

5. FACTORS AFFECTING RESULTS

OWEBs ability to report on this measure is in large part dependent upon participation and coordination with other agencies and their activities, particularly ODFW. Recovery Plans and conservation plans, including monitoring recommendations, are available for several species. However, these recommendations typically cover only a portion of the entire species geographic range. For this reason, a method for quantifying this measure across geographic boundaries has not yet been established. Additionally, federal recovery and state conservation plans are also recently developed or in development, which also influences the results downward.

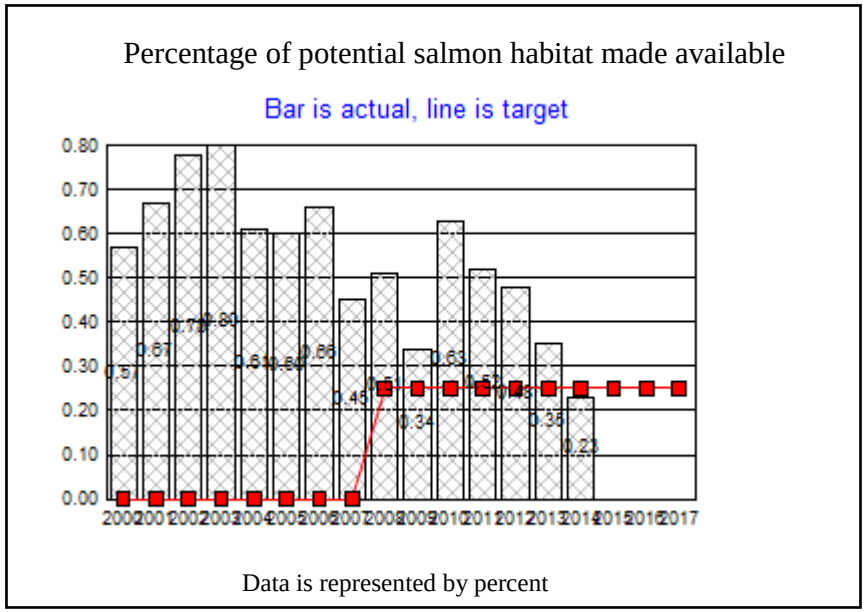
6. WHAT NEEDS TO BE DONE

OWEB will continue to work with ODFW to refine the capability to report on this measure through assessment and monitoring efforts. A recently approved conservation plan for coastal Chinook salmon, spring Chinook salmon, chum salmon, winter steelhead, summer steelhead, and cutthroat trout is in its implementation phase. Additionally, conservation plans are in development for Malheur redband trout, Catlow Valley redband trout, and Mid-Columbia River white sturgeon. Conservation and recovery plans are a priority for ODFW, as is identifying monitoring priorities needed to track the long-term status and trends for ESA listed and native fish species. The Pacific Northwest region, as a whole, is continuing to work toward consistent monitoring and evaluation of trends in native fish populations. In addition to the Columbia River basin-wide review of monitoring priorities, the Pacific Northwest Aquatic Monitoring Partnership (PNAMP) Integrated Status and Trend Monitoring (ISTM) workgroup has developed a template that will serve as regional guidance for developing detailed, coordinated, and integrated fish and habitat Research, Monitoring and Evaluation (RME) plans. The Monitoring Resources website provides information and tools to identify a process for designing, implementing, analyzing, and reporting on monitoring projects. The goal of this effort is to improve the quality of information gathered by monitoring efforts by providing tools and resources for groups that are conducting salmon monitoring projects and by identifying a step-by-step process for designing, implementing, analyzing, and reporting on completed monitoring projects.

7. ABOUT THE DATA

FY 2015. There were no changes since the FY2014 Report. Data reflect monitoring by ODFW and may not indicate monitoring by other entities. Information about recovery planning is available from http://www.dfw.state.or.us/fish/CRP/conservation_recovery_plans.asp. Details about the Oregon Native Fish Conservation Policy can be found at http://dfw.state.or.us/fish/CRP/nfcp.asp. Information about ODFW's Native Fish Recovery and Conservation initiatives is available at http://www.dfw.state.or.us/fish/CRP/.
Monitoring data about native fish are available from the Salmon and Steelhead Recovery Tracker at http://odfwrecoverytracker.org/, the ODFW Natural Resource Information Management Program website at http://rainbow.dfw.state.or.us/nrimp/default.aspx, and from the ODFW Native Fish Investigations program at http://odfwnfi.forestry.oregonstate.edu/.
The PNAMP Monitoring Resources website can be found at: https://www.monitoringresources.org/.

KPM #9	SALMON HABITAT QUANTITY--The percentage of potential aquatic salmon habitat made available to salmon each year.	2006
Goal	Make effective and accountable investments in watershed health.	
Oregon Context	OWEB's mission is to help protect and restore healthy watersheds and natural habitats that support thriving communities and strong economies in support of the Oregon Plan for Salmon and Watersheds.	
Data Source	For this year, OWEB Oregon Watershed Restoration Inventory (OWRI). In prior years, OWRI, the federal Interagency Restoration Database (IRDA), Bureau of Land Management (BLM), U.S. Forest Service (USFS) WIT database, and Grande Ronde Model Watershed (GRMW) Program restoration databases.	
Owner	Renee Davis, Deputy Director, (503) 986-0203	



1. OUR STRATEGY

Information about the percentage of potential aquatic salmon habitat made available to salmon each year can help inform OWEB funding priorities for watershed

restoration projects (in particular, fish-passage restoration projects) and monitoring projects in the future.

2. ABOUT THE TARGETS

The measure indicates progress made under the Oregon Plan for Salmon and Watersheds toward removing barriers to fish passage in rivers and streams throughout Oregon, with a target of 0.25% for the percentage of habitat opened for use by salmonids (the target of 0.25% represents approximately 130 miles of potential aquatic salmon habitat made available to salmon each year). OWEB's ability to report on this measure depends upon the participation of and coordination with other Oregon Plan partner agencies and their activities. OWEB anticipates meeting targets for this measure through a combination of targeted Board investments and coordinated, strategic restoration work by organizations such as watershed councils, soil and watershed conservation districts, agencies, and other organizations.

3. HOW WE ARE DOING

The 116 miles (0.23%) of potential aquatic salmon habitat made available to salmon reported this year is slightly below the target of 0.25%. However, this value does not include data from federal agencies that OWEB has not yet received. OWEB anticipates the target will be surpassed for 2014 once these additional data are received and included in the calculation. The number of stream miles made available ranged annually from 116 to 412 between 2000 and 2014. While the numbers have generally been decreasing since 2010, the target has been met every year since it was established in 2008.

4. HOW WE COMPARE

By way of comparison, the State of Washington's Project Information System database shows that 2,529 miles of streams containing salmon habitat were made available to salmon from 2000-2014. However, PRISM does not capture voluntary or federal projects. Removing these projects from OWEB's data results in 3,179 miles of stream habitat made available to salmon over the same time period. Therefore, OWEB compares favorably with other similar programs.

5. FACTORS AFFECTING RESULTS

There are multiple factors that influence the reported miles made available to salmon. First, the results shown are likely underestimates of the percentage of potential aquatic salmon habitat made available to salmon each year because there is currently a lack of quantitative information about the total miles of potential aquatic salmon habitat in Oregon. In the absence of this number, OWEB calculates the percentage based on an estimate of 51,500 for the total number of perennial stream miles in the state as determined by the U.S. Environmental Protection Agency. Professional judgment of Oregon Department of Fish and Wildlife (ODFW) biologists suggests that not all of these perennial stream miles are capable of supporting salmon, thus the results shown above underrepresent the percentage of habitat made available annually. Second, voluntary reporting experienced a steep decline between 2000 (with a high of 232 miles) to 2013 (with a low of 8 miles). It is unclear how much of this decrease is due to fewer voluntary activities being implemented or less reporting. Third, the

overall reduction in the percentage of miles made available may be a result of funding availability. As there is lag between when money is awarded to projects and when they get completed and reported, a decrease in funding availability would result in fewer stream miles made available in subsequent years, after funding availability has decreased. Finally, although difficult to quantify, implementation efforts early in the history of this program may have focused on the simpler projects. As the program matures, more complicated and expensive projects have been implemented. Therefore, targets based on miles made available during the early years of the Oregon Plan for Salmon and Watersheds may not be the best way to measure overall progress.

6. WHAT NEEDS TO BE DONE

OWEB encourages collaboration among agencies on fish-passage barriers information management. For example, ODFW and OWEB are continuing the process of updating the Oregon Fish Passage Barriers Database. In 2015, OWEB sent to ODFW data on 209 fish passage projects completed since 2011, 110 of which were incorporated into the barriers database. The database is based on a data standard adopted by the Oregon Geographic Information Council , which enables effective data sharing among natural resources agencies that maintain fish-passage barrier data.

7. ABOUT THE DATA

Data from the Oregon Watershed Restoration Inventory (OWRI) are available for the calendar years of 2000-2014. The IRDA database, which included data from both the Bureau of Land Management (BLM) and U.S. Forest Service (USFS), is used for the period of 2000-2009. Data from 2010-2013 from the USFS WIT database and from BLM has recently become available. Some duplication between the USFS and OWRI data was identified and excluded for this time period. The Grande Ronde Model Watershed database covers the period of 2000-2006.
The base number used for calculating the total number of stream miles made available for salmon in Oregon is approximately 51,500 perennial stream miles as determined by the U.S. Environmental Protection Agency (see http://www.epa.gov/bioindicators/pdf/OR_summary_final.pdf).

Information about investments by the State of Washington SRFB is available from the State of Washington's Recreation and Conservation Office's Project Recovery System (PRISM) http://www.rco.wa.gov/prism_app/about_prism.shtml.

KPM #10	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.	2006
Goal	Make effective and accountable investments in watershed health.	
Oregon Context	OWEB's mission is to help protect and restore healthy watersheds and natural habitats that support thriving communities and strong economies in support of the Oregon Plan for Salmon and Watersheds.	
Data Source	Survey of grant recipients, successful and unsuccessful grant applicants, funding partner organizations, fellow agencies, and subscribers to OWEB mailing lists	
Owner	Renee Davis, Deputy Director, (503) 986-0203	

1. OUR STRATEGY

OWEB strives for good to excellent ratings for each aspect of customer service. A positive experience will help ensure active public involvement, which advances the Oregon Plan's goals of voluntary participation in making improvements in watershed health.

2. ABOUT THE TARGETS

This is the ninth year that OWEB has conducted a customer-service survey. The target for this measure is set high at 91%, which is derived from the 2006 baseline data.

3. HOW WE ARE DOING

In 2015, results were: **Timeliness:** 77.6%, **accuracy:** 68.5%, **helpfulness:** 78.1%, **expertise:** 74.8%, **information:** 71.4%, and **overall Quality:** 76.7%. The average rating for all six customer service measures was 74.5%.

For the third year in a row, OWEB experienced lower results in all categories of customer service evaluation when compared with prior years. All measures fell below the ambitious targets of 91%, ranging from 68.5% for accuracy to 78.1% for helpfulness in 2015 with an overall rating of 74.5%. Prior to the last three years, OWEB enjoyed high marks in customer service with most measures achieving or narrowly missing the desired targets. Section 5 (below) describes likely reasons for these declines.

4. HOW WE COMPARE

OWEB's customer service ratings are generally lower than other Oregon natural resource agencies. However, only one of the agencies met their target in 2014. Ratings and targets (in parentheses) for other agencies in 2014 were:
Department of State Lands - 85.3% (92%)
Oregon Department of Fish and Wildlife - 89.1% (92%)
Oregon Department of Environmental Quality - 70.1% (85%)
Oregon Water Resources Department - 82.1% (85%)
Oregon Department of Forestry - 100% (100%, 2013 data)
Oregon Parks and Recreation Department – 96% (92%)

Methods and the definition of a 'Customer' differ between natural resource agencies. For instance, the Oregon Department of State Lands (DSL) surveys individual permittees, whereas the Oregon Department of Forestry surveys forested counties and Forest Protective Associations, rather than individuals. Additionally, other natural resource agencies typically have more targeted surveys than OWEB. For example, DSL surveyed four customer groups (the Unclaimed Property Section's claims database; the wetland consultant e-mail list; the agency's Removal-Fill Technical Advisory Committee; and South Slough National Estuarine Research Reserve's e-newsletter list). Similarly, the Oregon Department of Fish and Wildlife (ODFW) surveyed commercial license holders, people filing wildlife damage reports, landowner preference program participants, and recreational license holders who purchased licenses at ODFW offices.

While data from other agencies are not entirely directly applicable, given that each agency provides different services and polls different customers groups, these are the best comparisons available.

5. FACTORS AFFECTING RESULTS

There are two main factors causing the decline of OWEB customer service survey results over the last three years. First, in an effort to get more responses, OWEB has sent out the customer service survey to a wider audience in the last three years. Prior to 2013, the survey was sent to a specific set of clients including those who received an OWEB grant during the previous year and personnel from state and federal agencies (among others) that work closely with OWEB on grant reviews during the same time frame. Since 2013, OWEB has used a broad definition of customer, including anyone on the OWEB electronic mailing lists. These lists include a diversity of individuals ranging from OWEB grantees to the potentially interested public. This broadening of the definition has greatly expanded the population completing the survey. However, it also enables those who have had very little contact with OWEB to judge the effectiveness of the agency (as was demonstrated in the narrative comments received in this year's survey).The second factor that may have had an effect on OWEB's customer service ratings is recent transition/change that has occurred in the agency during the last two years. As mentioned in previous KPM summaries, the OWEB Board adopted a Long-Term Investment Strategy in 2013. Since that time, the agency also has restructured its requirements for watershed council capacity grant-making and launched the Focused Investment Partnership Program, both of which are described in previous KPM summaries. In addition, since 2013, nearly 30% of OWEB staff have retired. This transition, along with other staffing changes and associated movement of staff within the agency, has resulted in a moderate amount of turnover. Additionally, the agency recently reorganized and incorporated a Continuous Improvement processes (see below) into its business practices. These efforts were deliberately designed to ensure a strategic, effectiveness, and efficient approach to OWEB's organizational structure and granting programs. However, these changes may, in the near term, result in lower customer service results due to 1) the significant staff time that has been required to plan for and implement these changes and 2) the transition time needed for stakeholders to adjust to new structures and approaches.

6. WHAT NEEDS TO BE DONE

With the decline in all measures of customer service, OWEB is taking the following steps toward improvement. First, OWEB will establish a standard protocol for conducting the surveys, including developing a specific definition of customers. Second, OWEB will continue to advance a 'continuous improvement' approach to its granting processes, which began in 2014. This work involves examining OWEB's processes in a systematic manner and creating efficiency by identifying duplicate efforts and opportunities for improvement. In 2014, continuous improvement was used to evaluate some grant-making processes and led to multiple changes that increased efficiency (e.g., allowing grantees to submit PDF applications via email rather than mailing or delivering paper copies to the OWEB offices in Salem).
Finally, OWEB will examine written comments submitted as part of the survey to help identify problem areas. OWEB will use this information to help prioritize improvements over the next year.

7. ABOUT THE DATA

Oregon FY 2015. The OWEB survey followed the Recommended Statewide Customer Service Performance Measure Guidance provided by the Department of Administrative Services in 2005.

An email was sent to six email lists maintained by OWEB consisting of 2,846 recipients, 130 of whom responded, resulting in a response rate of 4.5%. The increase in survey recipients also reflects a broader temporal population; in years prior to 2013, only recent grant recipients where polled.
The survey included the following questions:

1) Timeliness - How do you rate the timeliness of the services provided by OWEB?
2) Accuracy - How do you rate the ability of OWEB to provide services correctly the first time?
3) Helpfulness - How do you rate the helpfulness of OWEB employees?
4) Expertise - How do you rate the knowledge and expertise of OWEB employees?
5) Availability of Information - How do you rate the availability of information at OWEB?
6) Overall Service - How do you rate the overall quality of service provided by OWEB?

A box for written comments was included for each question, as well as an additional open-ended response question: "What do you think is the most important action that OWEB can take to enhance its customer service?"

Copies of all the state agency APPRs can be found at: http://www.oregon.gov/transparency/Pages/Key-Performance-Measures.aspx
Past OWEB APPRs can be found at:

http://www.oregon.gov/oweb/pages/performance_measures.aspx.

WATERSHED ENHANCEMENT BOARD	III. USING PERFORMANCE DATA
Agency Mission: To help protect and restore healthy watersheds and natural habitats that support thriving communities and strong economies.	

Contact: Renee Davis, Deputy Director	**Contact Phone:** 503-986-0203
Alternate: Meta Loftsgaarden, Executive Director	**Alternate Phone:**503-986-0180

The following questions indicate how performance measures and data are used for management and accountability purposes.	
1. INCLUSIVITY	*** Staff:** The current performance measures were developed jointly with OWEB, the Legislative Fiscal Office, and the Legislature. *** Elected Officials:** The current performance measures were developed jointly with OWEB, the Legislative Fiscal Office, and the Legislature. *** Stakeholders:** OWEB maintains regular dialogue with stakeholders such as citizens and local restoration practitioners regarding programs, policies, and processes that influence our ability to achieve KPM goals. This dialogue could lead to potential changes to KPMs through time. *** Citizens:** OWEB maintains regular dialogue with stakeholders such as citizens and local restoration practitioners regarding programs, policies, and processes that influence our ability to achieve KPM goals. This dialogue may lead to potential changes to KPMs through time.
2 MANAGING FOR RESULTS	The performance measures each link to OWEBs Strategic Plan, which in turn, guides the implementation of agency programs. In addition, OWEB continues to work with NOAA Fisheries to use regional performance measures to evaluate projects funded with monies from the Pacific Coastal Salmon Recovery Fund (PCSRF). Reporting on OWEB's performance measures, especially those related to restoration and conservation activities implemented as part of the Oregon Plan for Salmon and Watersheds requires collaboration with other agencies. In some cases (e.g., KPM #8, Fish Monitoring), additional data collection and monitoring is necessary by Oregon Plan partner agencies to comprehensively report on trends at the statewide scale. OWEB staff continues to improve coordination with other agencies for the purpose of collecting and assembling data about salmon populations and watershed condition. The agency has increased its sample population for KPM #10, Customer Service. With the Board's 2013 adoption of its Long-Term Investment Strategy, impacts of Measure 76 from a financial and accounting standpoint it may be warranted to adjust some of the agency's KPMs and targets in the near future.
3 STAFF TRAINING	OWEB staff receives guidance through email through the Department of Administrative Services (DAS).

4 COMMUNICATING RESULTS	*** Staff:** This annual report is provided to all staff via email and through meetings. *** Elected Officials:** This annual report is provided to elected officials as part of OWEB's Agency Request Budget binder. In addition, staff from the LFO and DAS Budget and Management Division receive a copy of the APPR. *** Stakeholders:** This annual report is provided to all public stakeholders and citizens through the OWEB website. Stakeholder groups were involved specifically through our recently completed customer service survey. Information on both OWEBs state and federal performance measures is listed on a performance measures-specific page on the agency website at http://www.oregon.gov/OWEB/performance_measures.shtmlOWEB also provides information on the progress of local watershed restoration work conducted by citizens, agencies, and other groups in the Oregon Plan Biennial Reports available at http://www.oregon.gov/OWEB/publications.shtml#Oregon_Plan_for_Salmon_and_Watersheds_Reports. Federal performance measures are reported to Congress and are available at http://www.nwr.noaa.gov/Salmon-Recovery-Planning/PCSRF/upload/PCSRF-Perf-Framework.pdf. *** Citizens:** This annual report is provided to all public stakeholders and citizens through the OWEB website. Information on both OWEBs state and federal performance measures is listed on a performance measures-specific page on the agency website at http://www.oregon.gov/OWEB/performance_measures.shtmlOWEB also provides information on the progress of local watershed restoration work conducted by citizens, agencies, and other groups in the Oregon Plan Biennial Reports available at http://www.oregon.gov/OWEB/publications.shtml#Oregon_Plan_for_Salmon_and_Watersheds_Reports. Federal performance measures are reported to Congress and are available at http://www.nwr.noaa.gov/Salmon-Recovery-Planning/PCSRF/upload/PCSRF-Perf-Framework.pdf