



Oregon

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MEMORANDUM

TO: Oregon Watershed Enhancement Board

FROM: Meta Loftsgaarden, Executive Director
Renee Davis, Deputy Director

**SUBJECT: Agenda Item J: Key Performance Measure Revisions
April 26-27, 2016 Board Meeting**



I. Introduction

Based on Board approval and follow-up recommendations in January, staff and the OWEB Board Executive Committee propose final changes to the agency's Key Performance Measures (KPMs). In addition, staff will present the targets to be used for KPMs. With the Board's final concurrence, these will be presented to the 2017 Legislature as a part of the agency's budget presentation.

II. Background

As part of the agency's Annual Performance Progress Report to the Oregon Legislature, OWEB reports on a number of KPMs (Attachment A). These metrics are part of an approach to measure performance and outcomes of state government. Measures must:

- Gauge progress toward agency's goals and mission;
- Use standard terminology and definitions;
- Be few in number;
- Identify performance targets to be achieved during the two year budget cycle;
- Use accurate and reliable data sources;
- Measure customer satisfaction;
- Assign an organizational unit responsible for achieving the target; and
- Address comparable information, where possible.

During the budget deliberation process of each legislative session, the Legislature will approve, disapprove, or change/update each agency's proposed biennial performance measures.

As noted most recently at the January 2016 Board meeting, many of OWEB's KPMs and the targets associated with these metrics were developed more than five years ago. During the 2015 Legislative Session, OWEB staff notified the Joint Ways & Means Natural Resources Subcommittee that the agency will propose updates to its KPMs for the 2017 Legislative Session. Attachment B is the timeline for developing updated KPMs.

III. Proposal

In January, the OWEB Board approved a slate of KPMs. In addition, the Board asked staff to provide specific follow-up on KPMs related to 1) communities benefited and 2) funds leveraged. Based on this feedback, staff have updated their recommendation and now recommend the following KPMs:

- 1) To better describe the geographic distribution of OWEB's investments, a KPM that measures 'Percent of Oregon sub-basins within which Oregonians benefit from OWEB's grant programs.' There are 76 sub-basins (or 8-digit HUCs with more than 50% of the total HUC area within the Oregon state boundary) in the state.
- 2) To more accurately represent funds leveraged by OWEB grants, a KPM that measures 'Percent of funds contributed from other sources on OWEB-funded restoration projects.' Data to calculate this KPM will be drawn from the Oregon Watershed Restoration Inventory.

Attachment C provides the changes and recommendations in table format for Board final approval. At the April Board meeting, staff will review these elements with the Board. In addition, Attachment C provides a summary of the targets and methodologies for data collection and analysis that staff have determined are most effective in measuring the identified KPMs. These two categories are for information only to the Board.

IV. Staff Recommendation

Staff recommend the Board approve revisions to OWEB's proposed Key Performance Measures, as outlined in Attachment C, as a proposal for legislative consideration during the 2017 Legislative Session.

Attachments

- A. OWEB Current Key Performance Measures
- B. Key Performance Measures Revisions Timeline
- C. OWEB Proposed Key Performance Measures for 2017 Legislative Session

| 2013-2014 KPM # | 2013-2014 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. |

Key Performance Measure Revision Timeline

| | |
|-------------------------|--|
| April 2015 Board | OWEB Board meeting -- Introduce KPM revision topic Director's Update |
| May 2015 | Prepare materials for staff background and June all staff retreat |
| June 2015 | Staff discussion at all-staff retreat providing ideas and feedback on KPM revisions/additions |
| June 2015 | Legislature approves Agency budgets and KPMs for annual report |
| July 2015 | Convene Executive Committee to begin discussing revisions to KPMs |
| July 2015 Board | OWEB Board meeting -- Discuss process, including having the Executive Committee as lead on KPM revision process |
| August 2015 | Convene Executive Committee to advise on revisions to KPMs |
| Sept. 30, 2015 | OWEB completes FY 2015 Annual Performance Program Report (APPR) with current KPMs |
| September | Convene Executive Committee for final review of draft KPMs |
| Oct. 2015 Board | OWEB Board meeting -- Discuss draft KPMs |
| December 2015 | Executive Committee makes changes based on Board feedback |
| Jan. 2016 Board | OWEB Board meeting -- Board approval of final KPMs (with April 2016 Board meeting as back-up if needed) |
| April 30, 2016 | OWEB submit revised KPMs and inform DAS/LFO |
| June 30, 2016 | DAS/LFO Analysts provide feedback to agency on KPM revisions |
| September 15, 2016 | OWEB completes FY 2006 APPR with current and new KPMs |

OWEB Proposed Key Performance Measures for 2017 Legislative Session

| CURRENT KEY PERFORMANCE MEASURE | PROPOSED KEY PERFORMANCE MEASURE | TARGET | METHODOLOGY |
|--|--|---|--|
| A. Protect and Restore Healthy Watersheds and Native Habitats | | | |
| CURRENT KPM - The percentage of OWEB watershed restoration investments that address established basin and watershed restoration priorities. | REPLACEMENT: Percent of restoration, acquisition or technical assistance funding invested to address habitat for threatened, endangered or species of concern; or concerns identified on 303(d) listed streams. | 90% | Online application will track projects that will address habitat for T&E and species of concern, and 303(d) listed streams. |
| CURRENT KPM - The percentage of potential aquatic salmon habitat made available to salmon each year. | REPLACEMENT: Miles of fish habitat opened as a result of completed fish passage projects funded through OWEB grants. | 2.13 miles multiplied by the number of OWEB funded projects reported 7/1 - 6/30 | Average miles opened/improved per project from 2000-2014 was used as an estimate to obtain the multiplier. Target will be set dynamically each year to control for number of projects reported to OWEB. |
| | NEW: Acres of upland habitat restored or enhanced as a result of OWEB-funded grants. | 229 acres multiplied by the number of OWEB funded projects reported 7/1 - 6/30 | Median upland acres treated per project from 2000-2014 was used as an estimate to obtain the multiplier. Target will be set dynamically each year to control for number of projects reported to OWEB. Fencing and grazing management treatments excluded due to high variability in how these projects are reported. |
| CURRENT KPM - The percentage of improved riparian stream miles of the total number of stream miles in Oregon. | REPLACEMENT: Number of riparian stream miles restored or enhanced as a result of OWEB-funded grants. | 0.62 miles multiplied by the number of OWEB funded projects reported 7/1 - 6/30 | Median miles of riparian area treated per project from 2000-2014 was used as an estimate to obtain the multiplier. Target will be set dynamically each year to control for the number of projects reported to OWEB. |
| CURRENT KPM - The percentage of monitored native fish species that exhibit increasing or stable levels of abundance. | NO CHANGE: The percentage of monitored native fish species that exhibit increasing or stable levels of abundance. | 75% | Retain currently methodology used by ODFW to provide this information to OWEB. |

| CURRENT KEY PERFORMANCE MEASURE | PROPOSED KEY PERFORMANCE MEASURE | TARGET | METHODOLOGY |
|---|--|--------|---|
| B. Support Thriving Communities and Strong Economies | | | |
| | NEW: Percent of Oregon sub-basins within which Oregonians benefit from OWEB's grant programs. | 90% | Percent of Oregon sub-basins that are at least 50% within the state that receive at least one OWEB grant within a biennium. |
| CURRENT KPM – The extent to which watershed councils funded by OWEB accomplish their work plans each biennium. | REPLACEMENT: Percent of OWEB-funded watershed councils that demonstrate effective organizational governance and management using OWEB merit criteria. | 100% | The number of councils that meet both the effective government and management merit criteria as a percentage of the total number of watershed councils recommended for funding. |

| CURRENT KEY PERFORMANCE MEASURE | PROPOSED KEY PERFORMANCE MEASURE | TARGET | METHODOLOGY |
|---|--|--------|---|
| C. Agency and Board Efficiency and Effectiveness | | | |
| CURRENT KPM – 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. | NO CHANGE: 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. | 91% | Methodology will change to sampling only current grantees and those that have applied for a grant in the past year. |
| CURRENT KPM – Percent of total funding used for agency operations. | NO CHANGE: Percent of total funding used for agency operations. | 15% | All operating costs, both direct and indirect, as a percentage of grant and other agreement payments made during a fiscal year, are used to calculate the agency operations percentage. |
| CURRENT KPM – The percentage of complete grant payment requests paid within 24 days. | NO CHANGE: The percentage of complete grant payment requests paid within 24 days. | 100% | The total number of days elapsed between receiving a complete grant payment request from the field and finalizing the payment process in Salem. |
| | NEW: Percent of open solicitation grants agreements executed within one month after board award. | 95% | Time elapsed between award date and grant agreement execution tracked within the online grant application system for the primary four types of Open Solicitation grants (i.e., restoration, technical assistance, monitoring and outreach). |
| CURRENT KPM – The percentage of funding from other sources resulting from OWEB's grant awards. | NEW: Percent of funds contributed from other sources on OWEB-funded restoration projects. | 40% | Percent of funds contributed by other sources to OWEB-funded restoration projects reported to the Oregon Watershed Restoration Inventory from 7/1-6/30. |

| D. Current KPMs proposed to be removed | | | |
|---|--|-----|---------------------|
| REMOVED - 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. | | 45% | Determined by ODFW. |