

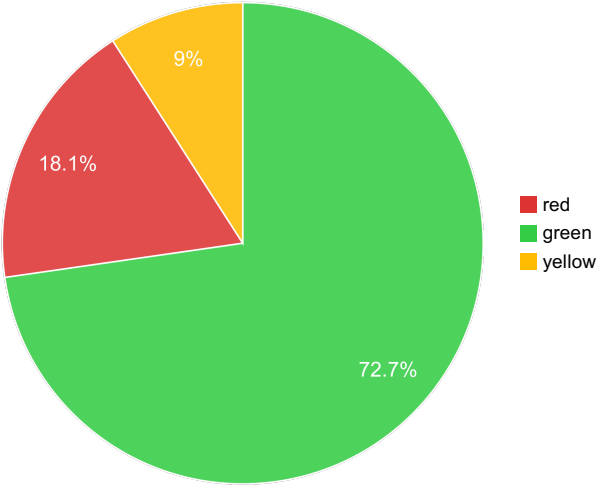
Watershed Enhancement Board

Annual Performance Progress Report

Reporting Year 2020

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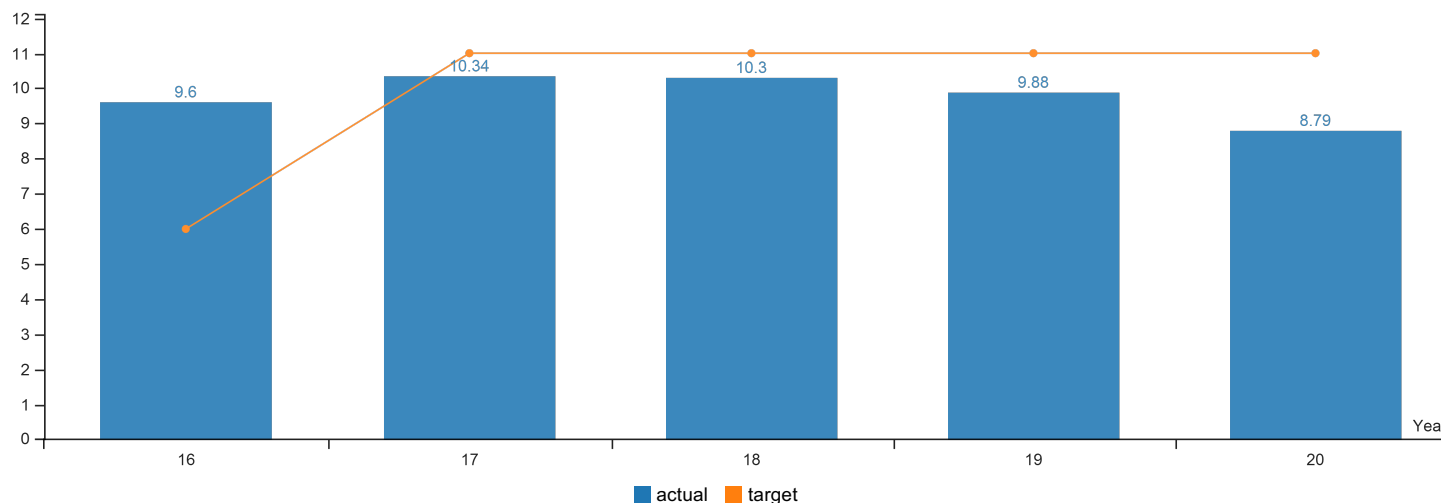
KPM #	Approved Key Performance Measures (KPMs)
1	OPERATIONS - The percentage of total funding used in agency operations.
2	FUNDING FROM OTHER SOURCES - The percent of funds contributed from other sources on OWEB funded restoration projects.
3	GRANT-MAKING ACROSS OREGON - Percent of Oregon's 76 sub-basins (defined as 8-digit hydrologic unit code areas) within which Oregonians benefit from OWEB's grant programs.
4	TIMELINESS OF GRANT-MAKING - The percent of open solicitation grant agreements executed within one month after Board award.
5	FISH POPULATIONS - The percentage of monitored native fish species that exhibit increasing or stable levels of abundance.
6	WATERSHED COUNCIL GOVERNANCE - Percent of OWEB funded watershed councils that demonstrate effective organizational governance and management using OWEB merit criteria.
7	PAYMENTS - The percentage of complete grant payment requests paid within 24 days.
8	STREAMSIDE HABITAT - The number of riparian stream miles restored or enhanced as a result of OWEB funded grants.
9	UPLAND HABITAT - Acres of upland habitat restored or enhanced as a result of OWEB funded grants.
10	NATIVE SPECIES HABITAT AND WATER QUALITY - Percent of restoration, acquisition or technical assistance funding invested to address habitat for threatened, endangered or species of concern, or water-quality concerns identified on 303(d) listed streams.
11	NATIVE FISH HABITAT QUANTITY - Miles of fish habitat opened as a result of completed fish passage projects funded through OWEB grants.
12	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.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	72.73%	9.09%	18.18%

KPM #1	OPERATIONS - The percentage of total funding used in agency operations.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2016	2017	2018	2019	2020
Percentage of funding used in operations					
Actual	9.60	10.34	10.30	9.88	8.79
Target	6	11	11	11	11

How Are We Doing

In FY 2020, the percentage of total funding used in agency operations was slightly lower than 2019 (9.88%). The methodology used for both years calculates the percentage of operations costs to total costs (total costs = operations plus grants). In 2020, grant payments increased, resulting in this minor change compared with 2019 results.

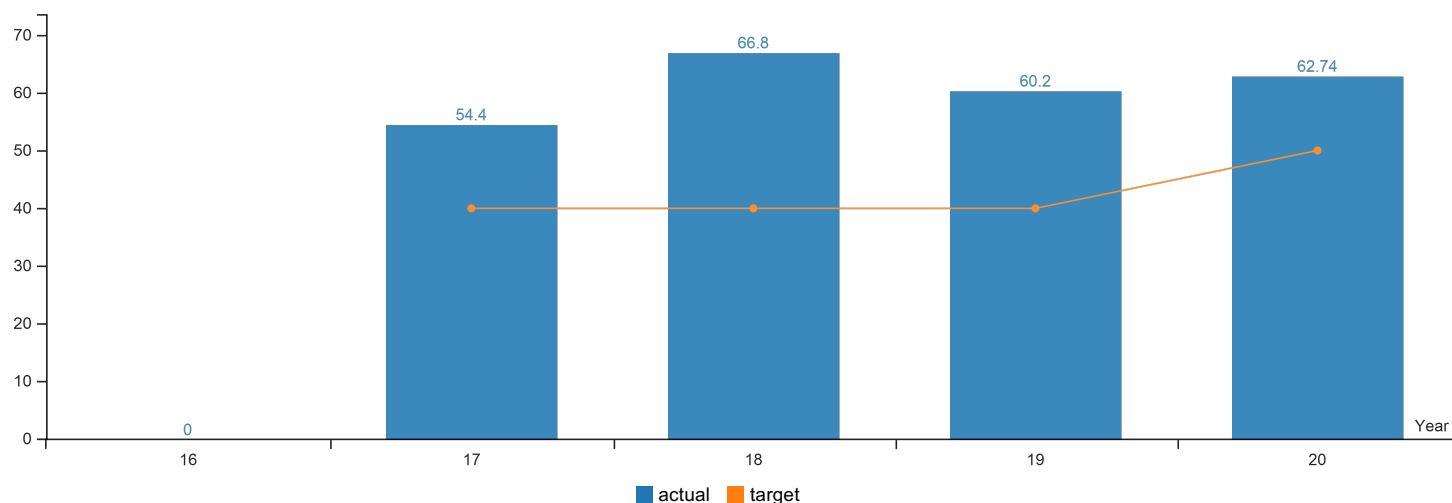
Because OWEB is largely a 'pass-through' grant agency, it is most appropriate to compare operational cost ratios with private foundations and charitable organizations. For comparison, OWEB obtained data from the Foundation Center, a leading source of information about philanthropy worldwide, about the average operations cost for private foundations with 19-129 employees (n = 29) in their database at that time. The average operations cost for these foundations was 21.7%, where operation cost was calculated as 1 - (total giving/total expenditures). This comparison suggests that OWEB's administrative costs are below average for comparable entities in the U.S. The target of 11% has been set quite low to ensure the majority of funds reach local watersheds.

Factors Affecting Results

During the 2017 Legislative session, OWEB's calculation for this KPM was revised to include direct-cost positions in agency operations costs. These positions were previously excluded, resulting in a lower percentage for this calculation. In 2018, the agency worked with DAS and the Legislative Fiscal Office to correct the methodology to the following equation: the percentage of operations costs to total costs (total costs = operations plus grants). Subsequent to this correction, values for 2017 and 2018 were calculated using this method.

KPM #2	FUNDING FROM OTHER SOURCES - The percent of funds contributed from other sources on OWEB funded restoration projects.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Percent of funds					
Actual	No Data	54.40%	66.80%	60.20%	62.74%
Target	TBD	40%	40%	40%	50%

How Are We Doing

In 2020, for projects reported to the Oregon Watershed Restoration Inventory (OWRI), OWEB contributed \$14,652,009 (approximately 37%) to restoration projects, while project partners contributed \$24,674,343 (approximately 63%). This KPM was first reported in 2017, with a value of 54.4% of funds contributed from other sources towards OWEB restoration projects. Since that time, OWEB has exceeded the target for this KPM.

OWEB understands the importance of project partners (including funding partners), and requires a minimum of 25% match for entities applying for OWEB funds.

Factors Affecting Results

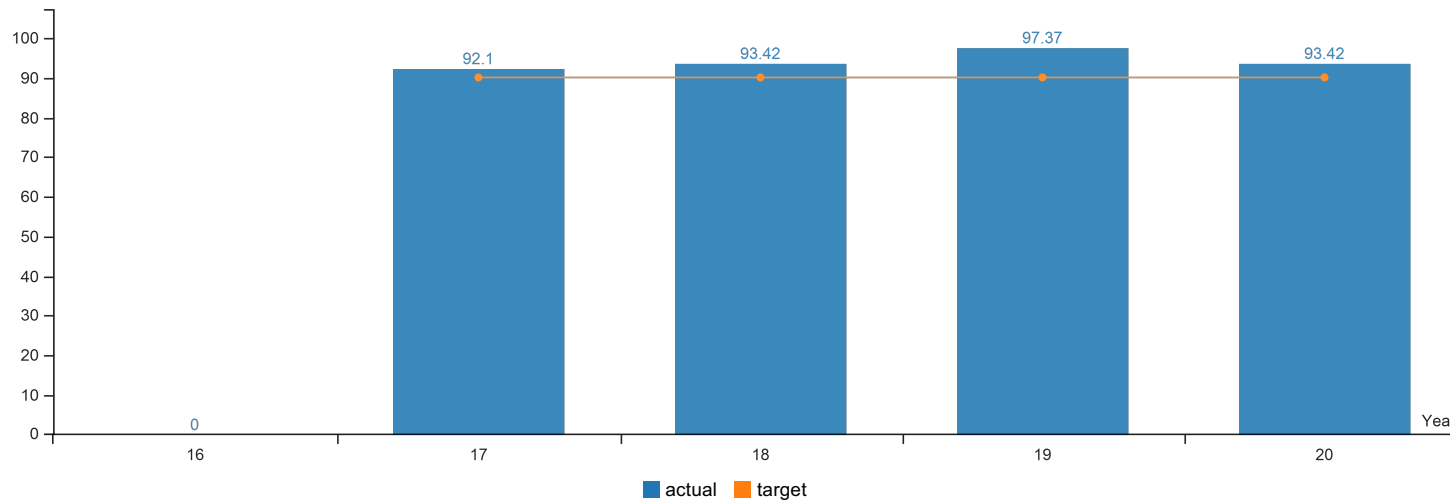
Through its grantees and via joint funding agreements, OWEB partners with a variety of organizations for collaborative investments in restoration projects. These partners include federal, state and local governments, Tribes, non-governmental organizations, citizen groups, landowners, and local businesses. A diverse portfolio of funders supports on-the-ground implementation of restoration projects, which address a variety of priority actions—ranging from sage-grouse habitat conservation to instream improvements to fish habitat.

Information to calculate this KPM is provided from the information grantees report to OWRI. Using information from OWRI is the most reliable and accurate means to report this information because it reflects project costs and associated funders after projects are complete (rather than estimates and predictions of costs and funders at the time the project is proposed).

KPM #3 GRANT-MAKING ACROSS OREGON - Percent of Oregon's 76 sub-basins (defined as 8-digit hydrologic unit code areas) within which Oregonians benefit from OWEB's grant programs.

Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Percent of Oregon sub-basins					
Actual	No Data	92.10%	93.42%	97.37%	93.42%
Target	TBD	90%	90%	90%	90%

How Are We Doing

Results for 2020 demonstrate that more than 93% of Oregon's sub-basins benefitted from OWEB's grant programs. In 2020, there were a total of 540 grants analyzed, representing the first fiscal year of the 2019-2021 biennium.

This KPM was reported for the first time in 2017. At that time, for the 2015-17 biennium, OWEB grants were awarded in 92.1% of the states' sub-basins. Results since then are similar, with a maximum percentage of 97.37% in 2019.

OWEB's mission is to protect and restore healthy watersheds that support thriving communities and strong economies. This KPM assesses how grants achieving OWEB's mission are distributed throughout the state. By looking at grant-making across Oregon, OWEB can determine if some areas of Oregon less frequently receive grant awards and, as needed, explore reasons for this. It is important to note that this KPM is dependent on grant applications being received from local partners in various locations around the state.

Factors Affecting Results

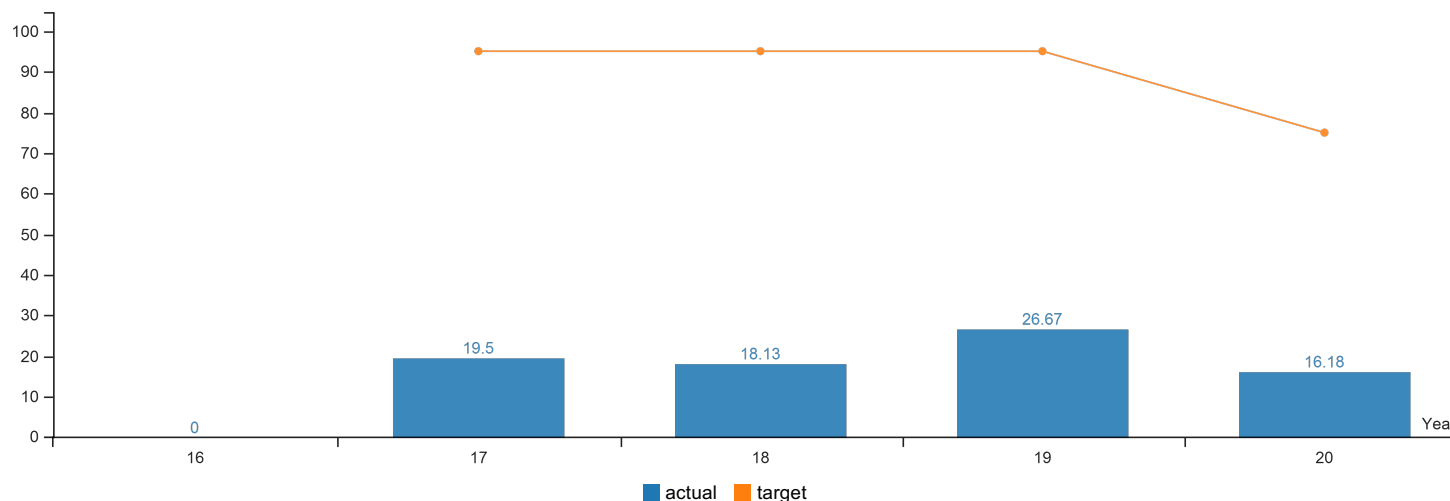
This KPM is calculated as the percent of Oregon sub-basins with at least 50% of their land area contained within the boundary of the State of Oregon that receive at least one OWEB grant within a biennium. Sub-basin is a terminology used by the U.S. Geological Survey as part of its categorization of hydrologic units. A sub-basin is equivalent to an 8-digit hydrologic unit code. There are 76 sub-basins within Oregon that have at least 50% of their land area contained within the State of Oregon boundary.

OWEB offers nearly 20 grant programs, including Open Solicitation; Focused Investment Partnerships; several specific and specialized programs, such as Conservation Reserve Enhancement

Program Technical Assistance grants; and Small Grants, among others.

KPM #4	TIMELINESS OF GRANT-MAKING - The percent of open solicitation grant agreements executed within one month after Board award.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Percent of open solicitation grants awarded within 1 month					
Actual	No Data	19.50%	18.13%	26.67%	16.18%
Target	TBD	95%	95%	95%	75%

How Are We Doing

OWEB strives for accuracy and efficiency in all aspects of the grant-making process. The 2020 result for this KPM indicates delays in timeliness, some of which were expected and others which were unexpected. Of the two open solicitation cycles that occurred during this KPM reporting period, OWEB awarded and opened 136 Open Solicitation grants, with 22 of these having grant agreements (16.18%) that were executed within one month of Board award. In 2019, the third year of reporting for this new KPM, OWEB's results were 26.67%, higher than this year's results, but also well below the 75% target.

Due to the unexpected COVID-19 pandemic and the subsequent impacts that were unavoidable and impossible to predict, 2020 has been an exceptional year. ***It is important to note that if grant agreements delayed by the pandemic are excluded from this calculation (which is described below in more detail), OWEB achieved a KPM value of 38.6% of grant agreements being executed within one month of award date.*** This is a significant improvement when compared to OWEB's 2019 results of 26.67%.

This KPM is influenced by both staff and grantee timelines. The agency recognizes this KPM may not achieve the 75% target, but tracking this information has helped the agency identify critical bottleneck areas that need process improvements. The low values are partially attributed to workflow for grant agreements, but also due to the effects of the COVID-19 pandemic. Regarding workflow, a grant agreement is not considered 'executed' until a final draft has been sent to and signed by a grantee, then returned to OWEB for final signature. Based on an analysis of awarded grants and executed grant agreements in 2020, the following are example issues that—individually or combined—can delay execution beyond the 30-day target: 1) the requirement under OWEB's administrative rules for grantees to resolve outstanding final reports for other, open grants prior to being issued a new grant agreement impacted 18 out of the 136 executed agreements and had an average delay of 50 days; 2) 8 out of 136 agreements required time for Oregon Department of Justice (DOJ) to review agreements for awards greater than \$150,000, which averaged 18 days of delay; and 3) all executed grant agreements took an average of 17 days to be signed by the grantee and returned to OWEB. Additional impacts to the KPM value were due to the COVID-19 pandemic.

Specifically, Measure 76 Lottery Fund revenues were negatively affected by the video lottery revenue reductions due to bar and restaurant closures and restrictions due to coronavirus. These impacts resulted in OWEB taking multiple steps to be prudent in its grant-making until the true effects of revenue impacts were known, including a delay in board decisions on Spring 2020 open solicitation grant awards from April 22 until June 10, 2020. However, because the original April award date is logged into OWEB's grant system and used for the purpose of this KPM calculation, the delay on grant awards resulted in grant agreements in spring 2020 being delayed a minimum of 64 days.

Factors Affecting Results

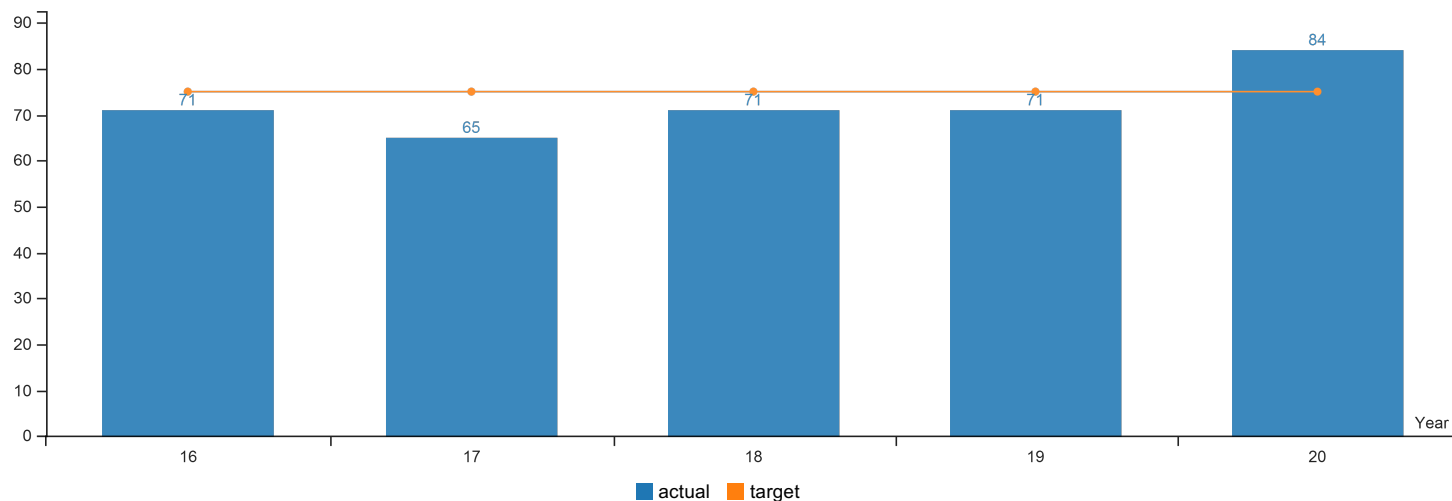
OWEB began tracking this measure for the first time in 2017. As noted above, several factors can influence the time period for executing grant agreements. Additionally, the timeframe of 31 days since award time also includes weekends and holidays, which may result in an inaccurate representation and variability from month to month.

As stated previously, the decrease in percentage from 2019 to 2020 is primarily due to the COVID-19 pandemic and associated funding reductions. Because lottery funds were limited, a temporary hold was placed on new grant-making, resulting in delays to both grant awards by the OWEB board and execution of grant agreements.

Finally, as noted in previous APRRs, OWEB has taken action to improve timeliness of grant agreement execution. For example, the agency has worked with DOJ to streamline the review process for grants that are more standard in nature while still exceeding the \$150,000 limit for reviews. In addition, staff have improved systems designed to help grantees know when they have outstanding reports, with the goal of reducing time delays based on outstanding grantee reports. OWEB has implemented methods for consistently tracking the time required for individual steps in the grant agreement workflow in greater detail, enabling staff to identify actual target specific steps during which delays are common, and explore opportunities for improvements.

KPM #5	FISH POPULATIONS - The percentage of monitored native fish species that exhibit increasing or stable levels of abundance.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Percentage of native fish species that are increasing or stable					
Actual	71%	65%	71%	71%	84%
Target	75%	75%	75%	75%	75%

How Are We Doing

Fish biologists from the Oregon Department of Fish and Wildlife (ODFW) determined that the percentage of monitored native fish species exhibiting increasing or stable levels of abundance has remained relatively stable over the last five years (2015 – 75%, 2016 – 71%, 2017 – 65%, 2018 – 71%, and 2019 – 71%), with an increase in the most recent reporting period (FY19-20 – 84%). The species included in this assessment have varied through time in response to fluctuations in monitoring resources and priorities. Nineteen 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 were monitored in FY 2019-20. For some species, such as salmon, steelhead, and native trout, the species designation can include several Species Management Units (SMUs). Of the species monitored in FY 2019-20, results show 16 species with long-term stable or increasing abundance: chum salmon, coho salmon, spring Chinook salmon, winter steelhead, summer steelhead, coastal cutthroat trout, bull trout, eulachon, white sturgeon, Miller Lake lamprey, Warner sucker, sockeye salmon, Oregon chub, Borax Lake Chub, Alvord Chub, and Fosskett Speckled Dace. Pacific lamprey have declined relative to historical abundance, but current trends are uncertain. Low returns of fall Chinook salmon resulted in fishery closures or regulation adjustments in some areas in 2018 and 2019. Abundances of salmon and steelhead populations tend to be cyclical, and many of Oregon's salmon and steelhead populations have experienced low adult returns over the past two to three years in response to poor ocean conditions and successive years of drought. These low abundances generally continued through FY19-20.

Factors Affecting Results

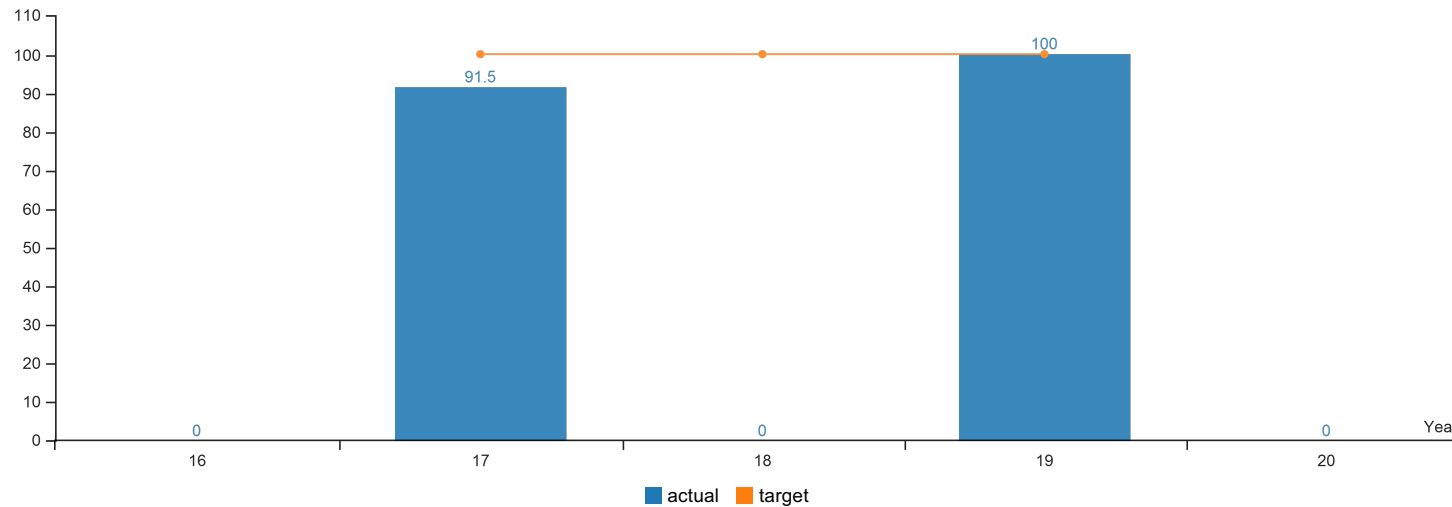
OWEB's ability to report on this measure is dependent upon ODFW. FY 2019-20 monitoring included species that are not specifically monitored for abundance or that have not been intensively monitored on a longer term or regular basis necessary to evaluate trends in abundance (e.g., Pacific Lamprey). Abundances of salmon and steelhead SMUs across Oregon have remained lower relative to some recent high-abundance years, likely as a response to poor conditions for ocean survival. Continued monitoring in the coming years will identify whether these declines are temporary or if they indicate a longer term, decreasing trend that persists during more favorable ocean conditions. OWEB will continue to work with ODFW to refine the capability to report on this measure through

assessment and monitoring efforts. Conservation and recovery plans are a priority for ODFW, and specific targets described in these plans identify monitoring priorities needed to track the long-term status and trends for Endangered Species Act-listed and native fish species. ODFW maintains the Salmon Recovery Tracker to report on progress made towards achieving the measurable 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. Sufficient funding for sustained monitoring is necessary to enable reporting on this KPM.

KPM #6 WATERSHED COUNCIL GOVERNANCE - Percent of OWEB funded watershed councils that demonstrate effective organizational governance and management using OWEB merit criteria.

Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Percent of watershed councils that meet merit criteria					
Actual	No Data	91.50%	No Data	100%	No Data
Target	TBD	100%	100%	100%	TBD

How Are We Doing

Because this KPM is measured on a biennial basis, the results for the 2019-2021 biennium were reported in the Fall of 2019. No data are reported for 2020.

As described in the 2019 APPR, fifty-nine Watershed Council Capacity grant applications were received by the March 2019 application deadline. The applications were evaluated based on four merit criteria: 1) effective governance and management, 2) progress in planning, 3) progress in on-the-ground watershed restoration, and 4) progress in community engagement for watershed restoration purposes. All criteria are equally weighted in the review process. OWEB staff considered the following information in the review: 1) information in the council's two-year work plans; 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 if they meet all four merit criteria.

For the 2019-2021 Council Capacity grant cycle, 56 of the 57 watershed councils met all four of the merit criteria and received full funding; one watershed councils did not meet all the merit criteria and received reduced funding; and two councils demonstrated inadequate performance and were not funded. Specific to this KPM, 57 out of 57 organizations receiving funding met both the effective governance and management criteria.

Factors Affecting Results

The purpose of OWEB's grants to watershed councils is to support effective watershed council staff and operations in carrying out activities and projects to protect or restore native fish or wildlife habitats and improve water quality. These groups also undertake resource assessment, planning, design and engineering, technical assistance, monitoring, and outreach to involve landowners and citizens in voluntary actions to protect, restore and maintain the ecological health of lands and waters. The councils' ability to demonstrate progress in work plan implementation and maintain effective

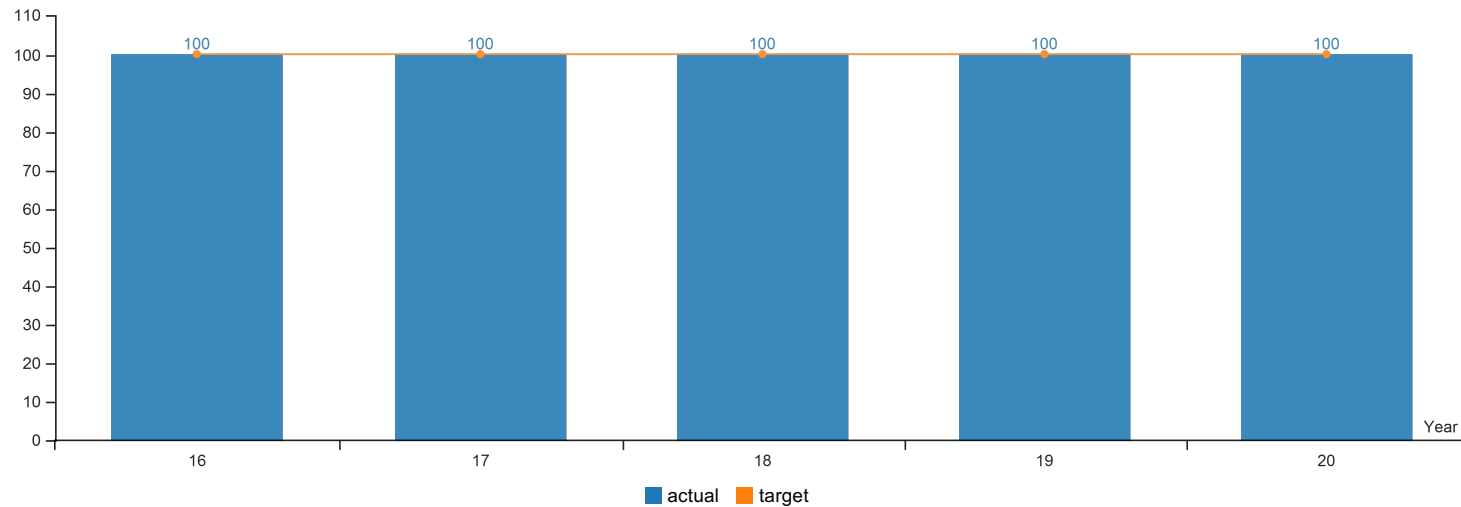
organizational management and governance shows the effectiveness of OWEB's investment in helping to support the operating costs of watershed councils.

Currently watershed councils are evaluated for merit every two years at the start of each biennium. 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. In July of 2014, the OWEB Board adopted new rules and guidance for Council Capacity grants. The new funding criteria contain higher standards for eligibility and merit than in the past.

The 2019-2021 Council Capacity grant cycle is the third time watershed councils have been evaluated using the new merit criteria and ranked for funding using three funding levels (fully fund, fund at a reduced level, and do not fund). In the two biennia since OWEB implemented this new program, we have seen the percentage of councils that meet both the effective governance and management criteria increase from 81% in 2015-2017, 92% in 2017-2019, to 100% in 2019-2021.

KPM #7	PAYMENTS - The percentage of complete grant payment requests paid within 24 days.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Percentage of grant payments paid within 30 days (24 days starting in FY 2012)					
Actual	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%

How Are We Doing

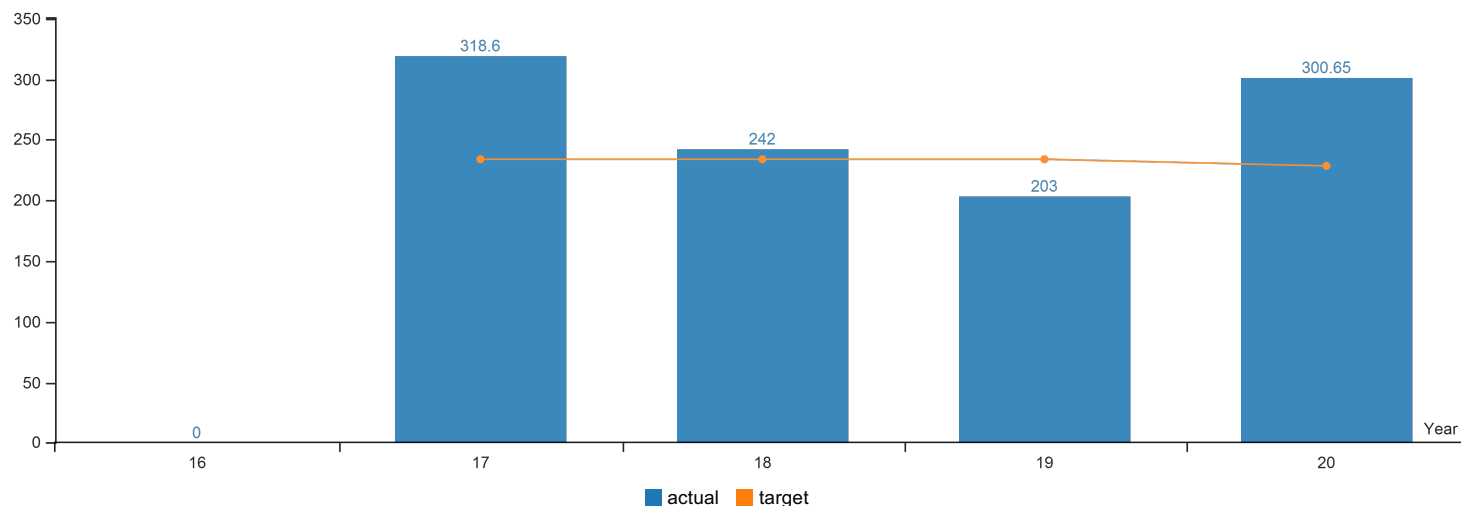
The operation and management of a competitive grant program is a major component of OWEB's business activities. The timely processing of grant payments benefits OWEB and its partners by providing the necessary resources to implement watershed enhancement work in an expeditious manner. The target is ambitious, 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. During FY 2020, OWEB met the 100% target of complete grant payment requests paid within 24 days. OWEB met its target during each of the last 14 fiscal years.

Factors Affecting Results

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

KPM #8	STREAMSIDE HABITAT - The number of riparian stream miles restored or enhanced as a result of OWEB funded grants.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Riparian Plant Communities					
Actual	No Data	318.60	242	203	300.65
Target	TBD	233.70	233.70	233.70	228.20

How Are We Doing

Investment in streamside habitats are a priority for OWEB because they provide benefits to Oregon's native fish and wildlife, as well as our water quality. OWEB is well above the target in this fourth year of reporting on this KPM. In 2019, OWEB was below the desired target for that year (203 miles).

Factors Affecting Results

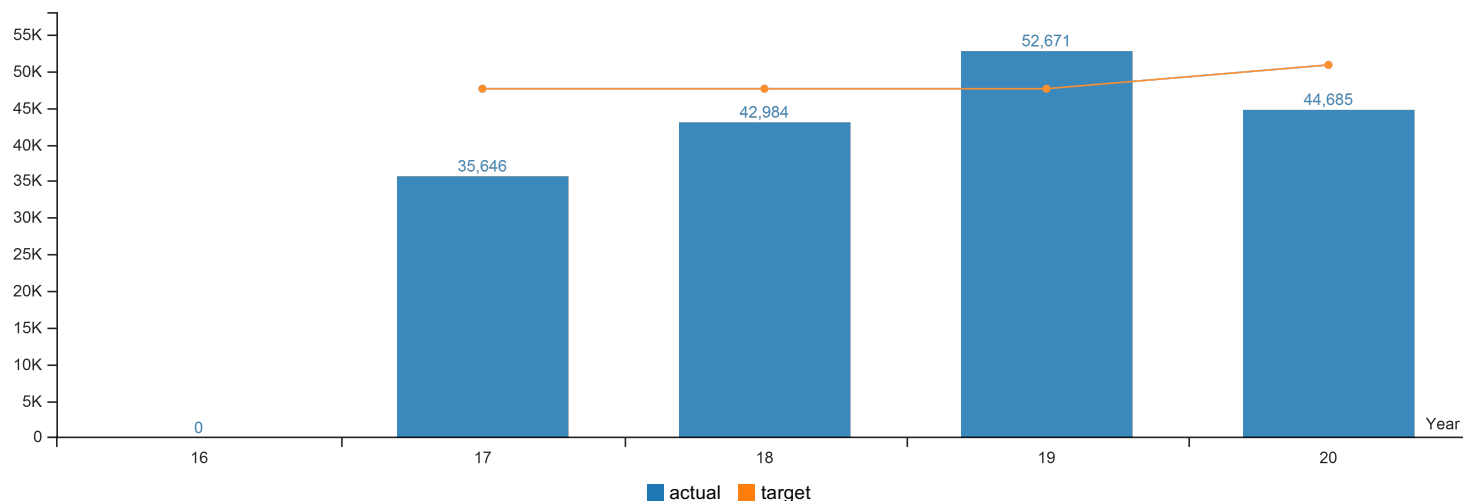
This KPM was approved by the Legislature in 2017 to more accurately measure OWEB accomplishments by using OWEB-funded projects only. The proposed target for this measure was a rolling average of miles of riparian area treated by OWEB funded grants over the previous 10 years, as reported to the Oregon Watershed Restoration Inventory (OWRI). Currently, the target for this measure is set as the 10-year average from OWEB-funded riparian projects from 2010-2019.

There is a high degree of variability in the number of riparian miles restored from year to year. From 2010 to 2019, the total riparian stream miles improved each year in Oregon ranged from approximately 181 to 567 miles, demonstrating the variability associated with this KPM based on the number and size of riparian restoration projects being completed in any single year.

There is some lag time for reporting that results in data availability being delayed by one year. For this reason, previous years' data may be revised upward as projects are completed and reported to OWRI.

KPM #9	UPLAND HABITAT - Acres of upland habitat restored or enhanced as a result of OWEB funded grants.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Upland Habitat Restored					
Actual	No Data	35,646	42,984	52,671	44,685
Target	TBD	47,560	47,560	47,560	50,800

How Are We Doing

This KPM recognizes the significant contributions of OWEB funded projects to upland restoration throughout Oregon. The measure indicates progress towards improving upland habitat conditions for the benefit of native species and, in some cases, water quality. The 2020 results are below the desired target, and lower than the 2019 value (52,671 acres).

Factors Affecting Results

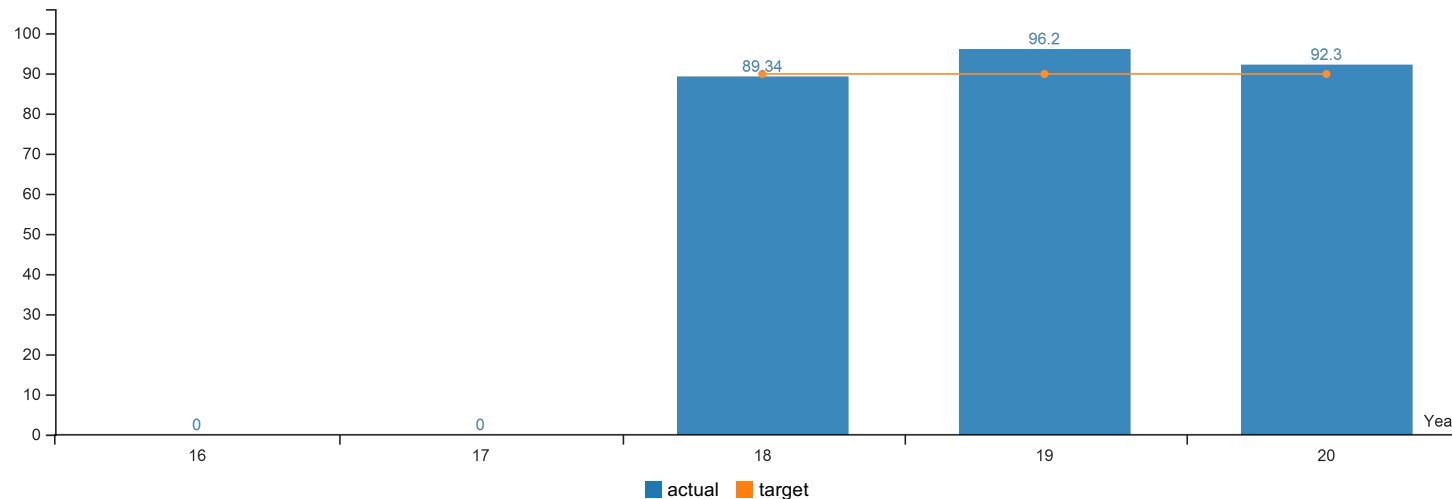
This KPM was approved by the Legislature in 2017 to more accurately measure OWEB accomplishments by using OWEB-funded projects only. The proposed target for this measure was a rolling average of upland acres restored by OWEB funded grants over the previous 10 years, as reported to the Oregon Watershed Restoration Inventory (OWRI). Currently, the target for this measure is set as the 10-year average of OWEB-funded upland projects from 2010-2019.

There is a high degree of variability in the number of upland habitat acres restored from year to year. From 2010 to 2019, the total number of upland acres restored or enhanced each year in Oregon ranged from approximately 40,000 to 96,000 acres, demonstrating the variability associated with this KPM based on the number and size of upland enhancement projects being completed in any single year.

There is some lag time for reporting that results in data availability being delayed by one year. For this reason, previous years' data may be revised upward as projects are completed and reported to OWRI.

KPM #10	NATIVE SPECIES HABITAT AND WATER QUALITY - Percent of restoration, acquisition or technical assistance funding invested to address habitat for threatened, endangered or species of concern, or water-quality concerns identified on 303(d) listed streams.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
Investments to address T&E species, species of concern; or concerns identified on 303(d) listed streams					
Actual	No Data	No Data	89.34%	96.20%	92.30%
Target	TBD	TBD	90%	90%	90%

How Are We Doing

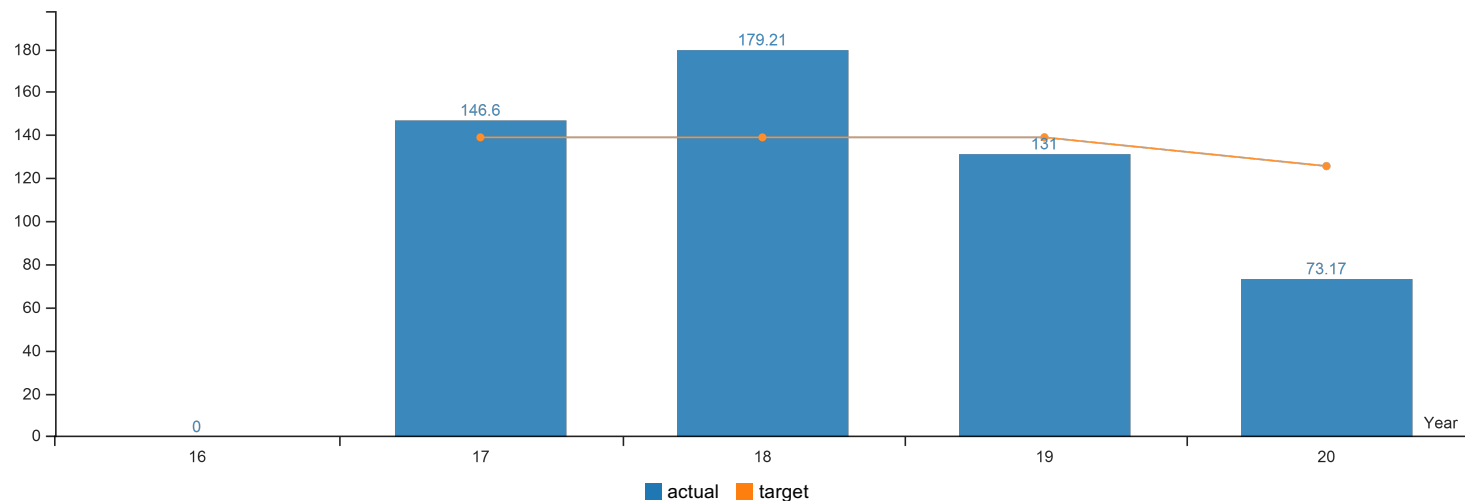
This is the third-year data were available to report on this KPM, and results surpass the target level. Results allow OWEB to track all projects that address habitat for threatened, endangered, or species of concern, as well as water-quality concerns identified on 303(d) listed streams over time. The 2020 result shows a slight decrease from 2019 (96.2%) but continues to exceed the target.

Factors Affecting Results

To track this KPM, OWEB added a question to the agency's online application system for restoration, technical assistance, and acquisition grants. Applicants' responses provided the information analyzed for this KPM. Only approved and funded grants, identified by their grant agreement execution date, were included in the analysis. Tracking progress on this KPM will help better understand the factors affecting results. Currently, OWEB staff are working to include all grant types in the analysis and to explore the rationale for grants that do not indicate they are addressing priority habitat and/or water quality concerns. In 2020, the third year of reporting on this KPM, OWEB included all open, funded, completed, and monitoring grants that indicated they addressed either native species or water quality.

KPM #11	NATIVE FISH HABITAT QUANTITY - Miles of fish habitat opened as a result of completed fish passage projects funded through OWEB grants.
	Data Collection Period: Jan 01 - Dec 31

* Upward Trend = positive result



Report Year	2016	2017	2018	2019	2020
SALMON HABITAT QUANTITY					
Actual	No Data	146.60	179.21	131	73.17
Target	TBD	138.80	138.80	138.80	125.50

How Are We Doing

This KPM measures progress toward removing barriers to fish passage through OWEB funded projects in rivers and streams throughout Oregon. The 2020 results are well below the desired target. In 2019, OWEB was just below the target for that year, reporting 131 miles.

Factors Affecting Results

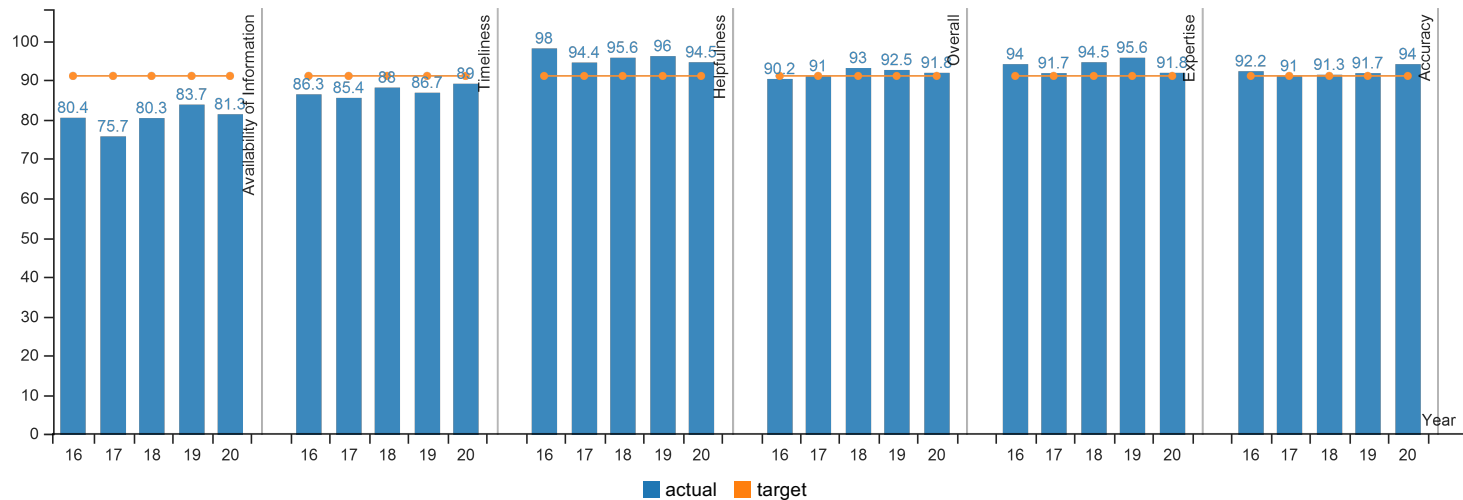
This KPM was approved by the Legislature in 2017 to more accurately measure OWEB accomplishments by focusing on reporting OWEB-funded projects. The proposed target for this measure was a rolling average of miles opened/improved by OWEB funded grants over the previous 10 years, as reported to the Oregon Watershed Restoration Inventory (OWRI). Currently, the target for this measure is set as the 10-year average of results from fish passage projects from 2010-2019.

There is substantial variability from year to year in this metric. The number of stream miles made available ranged annually from 73 to 673 miles between 2010 and 2019, with a few unique, large projects contributing to high numbers for 2010 and 2011. Currently, additional large fish-passage improvement projects—such as Opal Springs Dam in the Crooked River Basin—are underway. This project, which will be completed in the next 1-2 years, is anticipated to increase accessible fish habitat by approximately 120 miles *for this project alone*. This example provides context as to the variable nature of fish-passage improvement projects by year.

Also, the yearly numbers of salmon habitat opened or improved have generally been decreasing since 2010. This trend likely is due to the fact that restoration efforts early in the history of the Oregon Plan for Salmon and Watersheds may have focused on fish-passage projects that were less complicated and simpler to implement. As restoration efforts have matured, more complicated and expensive projects are beginning to be implemented, which take more planning time.

There is some lag time for reporting that results in data availability being delayed by one year. For this reason, previous years' data may be revised upward as projects are completed and reported to OWRI.

KPM #12	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.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2016	2017	2018	2019	2020
Availability of Information					
Actual	80.40%	75.70%	80.30%	83.70%	81.30%
Target	91%	91%	91%	91%	91%
Timeliness					
Actual	86.30%	85.40%	88%	86.70%	89%
Target	91%	91%	91%	91%	91%
Helpfulness					
Actual	98%	94.40%	95.60%	96%	94.50%
Target	91%	91%	91%	91%	91%
Overall					
Actual	90.20%	91%	93%	92.50%	91.80%
Target	91%	91%	91%	91%	91%
Expertise					
Actual	94%	91.70%	94.50%	95.60%	91.80%
Target	91%	91%	91%	91%	91%
Accuracy					
Actual	92.20%	91%	91.30%	91.70%	94%
Target	91%	91%	91%	91%	91%

How Are We Doing

OWEB strives for excellent customer service in all areas for its applicants and grantees. In 2020, OWEB exceeded the target for overall quality of service, with 91.8% of respondents rating OWEB in the excellent and good categories. This result is down only slightly from 2019 (92.5%). OWEB takes pride in the agency's impressive ratings for customer service, which exceed the high bar of 91% that has been set. Compared with 2019, OWEB's results improved slightly for Timeliness and Accuracy, and decreased slightly for Helpfulness, Employee expertise, and Availability of information.

As was the case in 2019, OWEB also was just below the target for Timeliness (89.0%), and below the target for Availability of information (81.3%) in 2020. The timeliness metric has been steadily increasing, and now is within one percentage point of the target level. Although still below the 91% target, OWEB's rating for Availability of Information continues to score above 80%, which is an improvement from some previous years. The OWEB website was completely redesigned with a new task-oriented format launching in the summer of 2018. The 2019 results showed a steady increase in customer service satisfaction related to availability of information. However, this year's results have decreased slightly. Narrative feedback indicates that this decrease is largely due to 1) continuing to become familiar with the layout of the website and 2) uncertainty about OWEB's revenue streams as a result of Lottery revenue reductions, and the periodic challenges this presented to communication about future grant offerings. Despite the latter issue, most narrative comments underscored customers' appreciation for the frequent and open communication from OWEB about status of revenues and grant offerings during the COVID-19 pandemic.

Factors Affecting Results

The OWEB customer service survey was sent via email to 561 email addresses, receiving 182 responses (a more than 32% response rate). Since 2017, OWEB has used a targeted methodology to circulate the customer service survey via email to contact information provided to the agency's online grant application system. This has increased response rates (148-183 respondents per year in the 2017-2019 date range, compared with only 52 respondents in 2016, when the older methodology was used). OWEB receives many positive narrative comments from customers about the quality of its staff and the online grant application and management systems, among other topics. The agency continues to solicit feedback from users and identify necessary improvements to meet their needs, taking into consideration challenges presented by the pandemic.