WATERSHED ENHANCEMENT BOARD

Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)

Original Submission Date: 2014

Finalize Date:

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.

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.	

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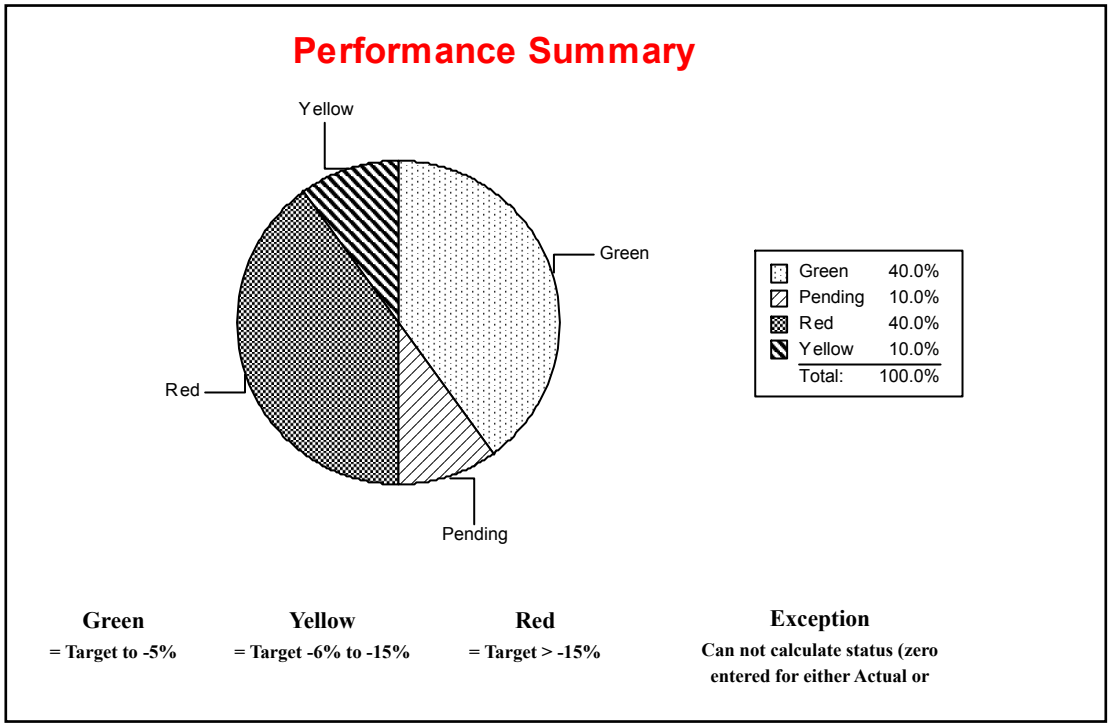


1. SCOPE OF REPORT

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. OWEBs 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 for Salmon and Watersheds (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 responsible 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 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 which, among other things, 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, OWEB is considering some changes to its key performance measures to more accurately reflect the agency business needs and processes.

OWEB's Key Performance Measures are currently well aligned with the Governor's 10-year vision for a healthy environment and several Oregon Benchmarks: #35 Public Management Quality, #86 Freshwater Species, and #89 Natural Habitats. The Public Management Quality benchmark links to KPMs; #1 Operations, #2 Outside Funding, #3 Restoration, #4 Payments, #7 Work Plans, and #10 Customer Service. The Freshwater Species benchmark connects to KPMs #5 Fish Populations, #8 Fish Monitoring, and #9 Salmon Habitat Quantity. The Natural Habitats benchmark relates to KPM #6 Plant Communities. Other benchmarks to which OWEBs KPMs are relevant include; #78 Wetlands, #79 Stream Water Quality, #87 Marine Species, #88 Terrestrial Species, and #89 Natural Habitats.

OWEB collaborates with many partners in the context of the Oregon Plan for Salmon and Watersheds 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. OWEB focused on building reporting and analytical capabilities to report on these measures during that time. With the 2007-2009 biennium came significant additions, refinements, and changes to OWEB's Key Performance Measures. While measurement of performance and accounting has improved and identified some trends, there are some necessary KPM adjustments 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 others, such as agency operational costs (KPM#1), appear more as a result of statutory changes. In the case of riparian area restoration (KPM #6), the decline is influenced heavily by the decrease in access to data and reporting.

Reporting on four of the agency's 10 KPMs is dependent upon other agencies that collect and maintain pertinent data. There are four of the KPMs that did not attain

their targets within the past year. One of those in particular is KPM #1: Agency Operations was above the target goal for the second 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, under the KPM, results in a significant change.

One of the measures falls into the "pending" status category as adjustments are made to this OWEB program area. For the five remaining KPMs the target was not met. For the second year in a row the customer service measures fell below the high bar set for 91% good to excellent rating. As described in last year's report, the agency did solicit more information about customer service experiences from respondents in this year's survey. The results from these additional questions and the related initiatives underway stemming from the Board's Long-term Investment Strategy will serve as the foundation for the customer service area of improvement moving ahead. These include a focus on the agency's website; grant making processes, payment requirements and materials, online grant applications, and making more past project results available. Data-sharing efforts with the Oregon Plan partners, in particular the Oregon Department of Fish and Wildlife, continue to enable OWEB to report on several native fish related measures (KPMs #5, #8, #9).

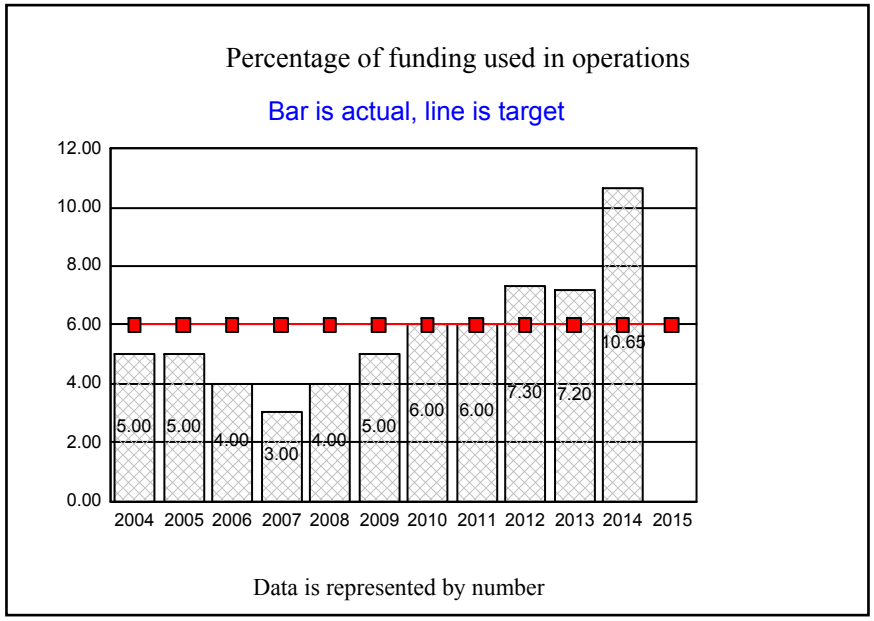
4. CHALLENGES

The challenges identified in last year's APPR are also applicable during fiscal year 2014, including the fact that many of OWEB's performance measures require data collected and maintained by other agencies. OWEB has experienced several significant events since the current KPM's were established and adopted. The following represents some significant drivers for OWEB: A ballot measure resulting in statutory changes to the funding available, changes to responsibilities with other agency funded programs, the adoption of a long-term strategy of investment, reduced and stabilized revenues compared to prior significant annual growth, and the start-up of new program areas such as focused investments and forest collaborative grants. These all warrant a significant consideration for adjustments to outdated measures, targets, and/or calculation methods to best 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 US 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 $44.5 million, or 48% of the biennial budget, reflects OWEB’s budget for the 2014 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	#35: Public Management Quality	
Data Source	SFMA data warehouse	
Owner	Cindy Silbernagel, Fiscal Services Manager, (503) 986-0188	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

The target of six percent is set especially low to ensure that the vast majority of funds reach local watersheds (Six percent is a maximum target and desired results should be at or below this level). The performance measure calculation was modified during the 2007–09 biennium to report using a more accurate method at the time (i.e., compare agency operational costs to agency total revenue). This modification was appropriate through 2011 but with the passage of Measure 76 a new method is necessary to reflect statutory changes associated with the Measure. This also results in consideration of an adjustment to the target.

3. HOW WE ARE DOING

In FY 2014, the percentage of total funding used in agency operations was 10.65%. 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. While there is potential to interpret the increased trend of the last few years as an increase in operational costs, agency overhead and staffing levels have remained relatively flat. The largest drivers are the removal of other agency payments under the Measure 76 era, 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

OWEB finds that its operational costs are equivalent to or less than similar expenditures to those of other agencies in Oregon. For example, the Department of State Lands (DSL) reported that 52.6% of the program revenue stream was used to cover administrative and operational costs of revenue-generating programs in 2010 with a target of 36%. 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 2013, OWEB exceeded the Agency Operations costs target of 6%. This exceedance 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 consequently; OWEB Agency Operations have the appearance of rising dramatically above the 6% threshold due to the calculation. This is the second year that OWEB has exceeded the goal and a KPM revision may be necessary in the future if Measure 76 revenue is distributed similarly. 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 a $12.75 million award during FY 2012, a $12.25 million award in FY 2013, and a $13.5 million award again in FY 2014. OWEB will continue to strive to secure funding from diverse sources and to maximize the funding disbursed to local groups for on-the-ground actions.

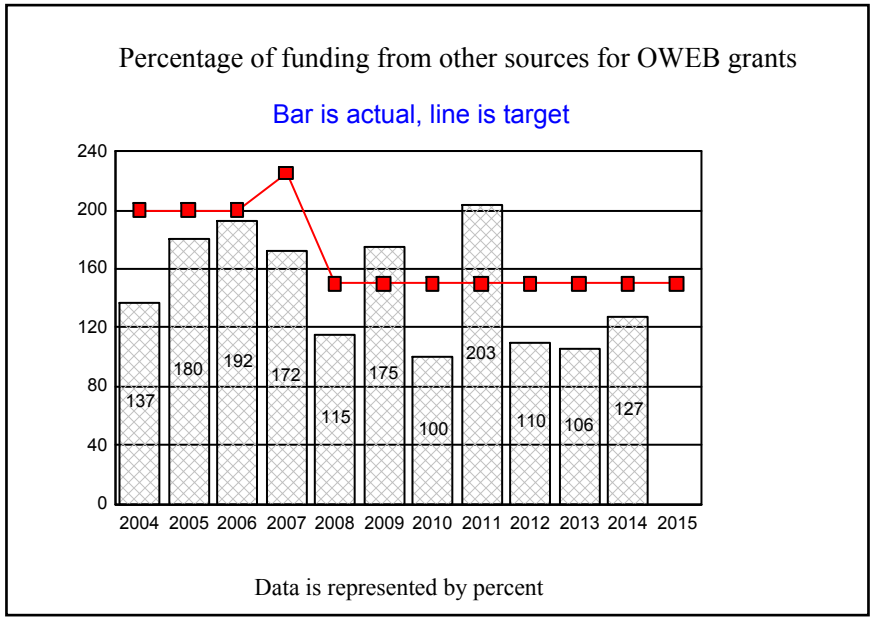
6. WHAT NEEDS TO BE DONE

The passage of Ballot Measure 76 and subsequent enactment of SB 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 2014. Data are maintained and tracked by OWEB's fiscal section. Data about DSL's administrative and operational costs are available at http://www.oregon.gov/DSL/DO/docs/pm_appr_2010.pdf. 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	#35: Public Management Quality	
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 both securing and contributing additional funds to OWEB grants.

2. ABOUT THE TARGETS

The targets were set especially high for this performance measure in the past and prior to actual measurement of performance. Beginning with the 2007–09 biennium, the target was adjusted downward to potentially more accurately reflect the expected potential of matching dollars available to OWEB grantees. This adjustment was informed, in part, due to 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.

3. HOW WE ARE DOING

For FY2014, OWEB grantees provided a contribution of 127% for every OWEB dollar on average. This figure is a slight increase from a contribution of 106% in FY 2013, and slightly higher than the 110% mark in 2012. The trend is a reflection of varying levels of available grant funds that are used as match to OWEB grants. OWEB expects this trend is driven by the recession of both the national and local economies over the past few years.

4. HOW WE COMPARE

A match of over $1.25 to every $1.00 from OWEB is a significant return-on-investment. For example, a similar program operated by the Washington Salmon Recovery Funding Board (SRFB) reports that for FY 2012, it's grantees have provided 66% in matching dollars, donated materials, or services. These contributions are lower than the range between 1:1(100%) and 2:1 (200%) that OWEB grantees have provided during the period of 2004–2013.

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.

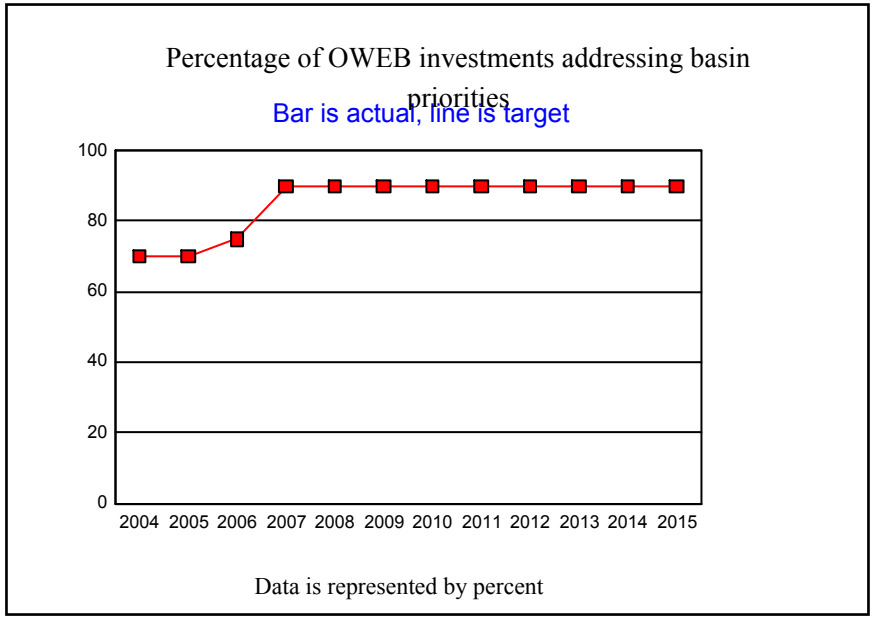
6. WHAT NEEDS TO BE DONE

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 additional adjustment is necessary.

7. ABOUT THE DATA

Oregon FY 2014. Data are maintained and tracked by OWEB's fiscal section. 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, also.

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	#35: Public Management Quality	
Data Source	OWEB grant database	
Owner	Meta Loftsgaarden, Deputy Director, (503) 986-0203	



1. OUR STRATEGY

The OWEB board approved a long-term investment strategy in June 2013 that includes an investment category designed to invest with partners in focused ecological outcomes based on state, basin and watershed restoration priorites. The board is currently in the process of soliciting priority recommendations

from a diversity of partners and agencies. Priorities will be adopted in April 2015 and solicitation for focused grant funding will begin at that time with priority funding in place in January 2016. Data are not yet available for the measure.

2. ABOUT THE TARGETS

The target has been established as a high bar to ensure that the connection between investments and the appropriate basin and watershed restoration priorities occurs.

3. HOW WE ARE DOING

As the Board continues implementation of the Long-Term Investment Strategy, it is assumed that state, basin, and watershed priorities will be utilized as part of a prioritization process. Staff are in the process of designing the new Focused Investment Strategy. When complete, all funding through Focused Investments will be tied to specific basin and watershed restoration priorities.

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, and these documents are being used to guide restoration investments under Pacific Coastal Salmon Recovery Fund.

5. FACTORS AFFECTING RESULTS

Aligning basin and watershed restoration priorities with other state agencies may delay the establishment of common priorities, but will lead to consistency between agencies and potentially higher ecological benefits from future investments in restoration.

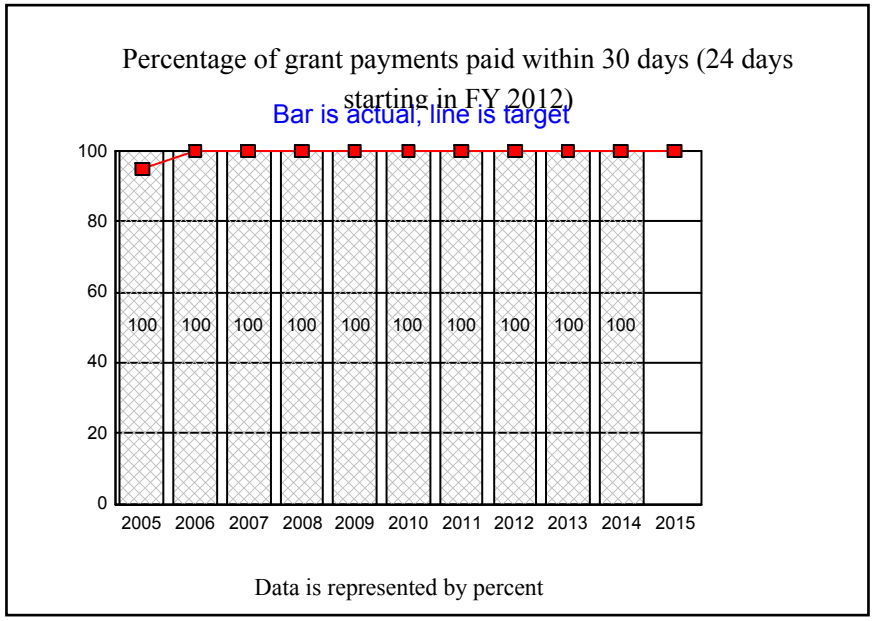
6. WHAT NEEDS TO BE DONE

As agency priorities are set for the 2015-2017 biennium and the Board implements its Long Term Investment Strategy, identifying the resources required to fully implement this strategy will be set. At the current time many other priority responsibilities exist within the agency.

7. ABOUT THE DATA

The OWEB restoration priorities information is available at: http://www.oregon.gov/OWEB/pages/restoration_priorities.aspx.The Umpqua Basin Action Plan is available at: http://www.oregon.gov/OWEB/docs/pubs/Rest_Priorities/UmpquaActionPlan.pdf.The 2009 Report to Congress is available at: http://www.nwr.noaa.gov/Salmon-Recovery-Planning/PCSRF/upload/PCSRF-Rpt-2009.pdf.Process for focused investment priority-setting is 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	#35: Public Management Quality	
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 2014, OWEB met the 100% target of complete grant payment requests paid within 24 days. OWEB met its target during each of the last nine fiscal years.

4. HOW WE COMPARE

OWEB continues to meet the statutory requirement of a 45-day period when making payments.

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.

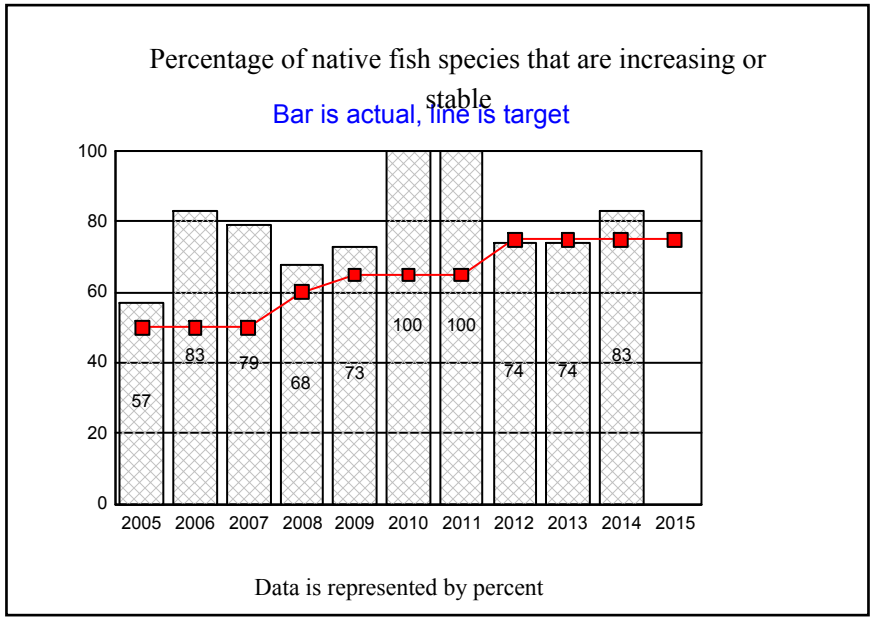
6. WHAT NEEDS TO BE DONE

OWEB strives to meet the more ambitious target set forth.

7. ABOUT THE DATA

Oregon FY 2014. These data are maintained and tracked by OWEB’s fiscal section. 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	#86: Freshwater Species	
Data Source	Oregon Department of Fish and Wildlife staff.	
Owner	Greg Sieglitz, Monitoring and Reporting Manager, (503) 986-0194	



1. OUR STRATEGY

Information about the trend in the abundance of native fish species will help 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 relatively stable with a slight increase to 83% in FY 2014. The species included in this assessment have varied through time in response to fluctuations in monitoring resources and priorities. Eighteen 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 show 12 species with stable 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, and Foskett Springs speckled dace. Sockeye salmon, Borax Lake chub, and Oregon chub have increased in abundance. White sturgeon and Pacific lamprey have shown some recent declines in abundance. Recent surveys indicated Alvord chub to be locally abundant at sites within historically occupied drainages, but trend assessment will require additional monitoring through time. Habitat improvements for Foskett Springs speckled dace have allowed this species to rebound from recent declines. Also in FY 2014, the Oregon chub was the first fish species in the over 40-year history of the federal Endangered Species Act to be proposed for de-listing 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 dialog pertaining to coordinated and integrated fish and habitat Research, Monitoring and Evaluation (RME) plans. Once completed, a scientifically sound assessment of the status of native fish populations will be possible.

5. FACTORS AFFECTING RESULTS

OWEBs ability to report on this measure is in large part dependent upon participation and coordination with other agencies, particularly ODFW. Many native fish species are not the specific target of monitoring by ODFW, but some of these species may be 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, too little data are available to make a quantitative assessment of trends in annual abundance.

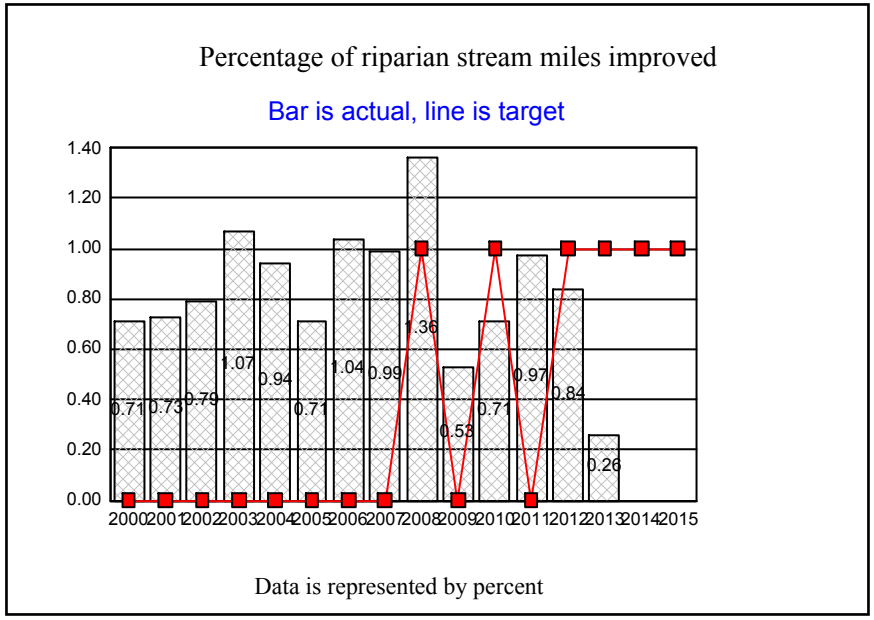
6. WHAT NEEDS TO BE DONE

OWEB will continue to work with ODFW to refine the capability to report on this measure through assessment and monitoring efforts. In the past year, a conservation plan for coastal Chinook and spring Chinook salmon, chum salmon, winter and summer steelhead, and cutthroat trout was completed. Conservation and recovery plans are a priority for ODFW as well as identifying 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 2014. 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 2014 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 at http://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/.

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	#89: Natural Habitats	
Data Source	For this year's report, the OWEB Oregon Watershed Restoration Inventory (OWRI) was used. For past reports, the OWRI, the federal Interagency Restoration Database (IRDA), Bureau of Land Management (BLM), U.S. Forest Service (USFS), and Grande Ronde Model Watershed (GRMW) Program restoration databases were also included.	
Owner	Greg Sieglitz, Monitoring and Reporting Manager, (503) 986-0194	



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. Our ability to report on the measure is in large part dependent upon participation and coordination with Oregon Plan partner agencies and reporting of their activities to the Oregon Watershed Restoration Inventory (OWRI). Additionally this measure has included significant voluntary reporting by private entities. To effectively discern trends, the target may need to be re-evaluated if OWEB is unable to predictably obtain comparable streamside restoration data from federal agencies and privately funded voluntary streamside restoration, which has been the case in the last few years. 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 0.26% to 1.36% for the period 2000-2013. The number of riparian stream miles improved annually ranges from 133 to 699 for this same period. However, since 2012 there has been a substantial reduction in the reported total number of riparian miles treated. Currently, the improved riparian stream miles reported for 2013 is 0.26%, or 133. Although this represents a substantial reduction, the magnitude of the reduction may be more influenced by a reduction in available information through reporting organizations than a reduction in riparian-related work.

4. HOW WE COMPARE

By way of comparison, the State of Washington's Project Information System (PRISM) database reported 1,571 miles of completed riparian restoration projects between 1999 and 2011. This is dramatically lower than the 4,379 miles of riparian stream improvements made in Oregon during the same period through a similar granting and reporting program.

5. FACTORS AFFECTING RESULTS

The factors that affect these results fall into several categories: reporting, funding, and actual accomplishments. There are several factors that influence the total stream miles reported: 1) the data available to OWEB from federal agencies has decreased over recent years. Since federal agencies stopped using the

Interagency Restoration Database (IRDA) and converted to another database, OWEB has not been able to obtain predictable and comprehensive information. For example in 2006, 296 miles of treated riparian miles were reported, compared to just 21 stream miles in 2012 and none in 2013. In 2014, no data on riparian miles treated have been provided by federal agencies. 2) Voluntary reporting of riparian restoration projects to OWEB's OWRI has decreased steadily since FY 2000. 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). 3) OWEB makes a considerable investment in the riparian treatment under the Conservation Reserve Enhancement Program (CREP) that are not included in the calculation for this target. OWEB has been unable to obtain yearly data on the number of stream miles enrolled in this program from the federal Farm Services Agency. However, an approximation of the added CREP contribution over the 14 years of the program's existence in Oregon would amount to an increase equivalent to nearly 50% of the annual target. OWEB will continue to work with the federal agency to incorporate any and all CREP contributions possible in future reporting periods.

6. WHAT NEEDS TO BE DONE

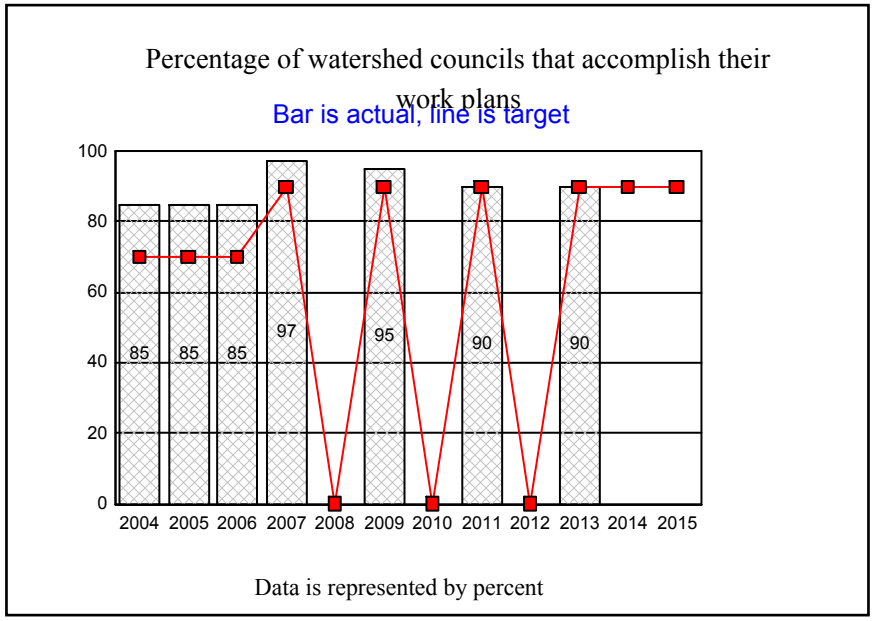
OWEB will continue to make strategic and coordinated investments in riparian restoration projects, especially as these investments are targeted to address limiting factors and basin and watershed restoration priorities such as reducing sediment and water temperature levels. In addition, OWEB will track 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 continues to work with the U.S. Farm Service Agency (FSA) and is awaiting the return of a Memorandum of Agreement to facilitate data sharing, monitoring, and reporting between agencies; 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; 3) OWEB is working with FSA and local partners on a comprehensive CREP effectiveness monitoring project; and, 4) OWEB is evaluting several aspects of its Special Investment Partnership in the Willamette basin related to riparian restoration in particular.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 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 2000-2013. The IRDA database, which included data from both the BLM and USFS, is used for the period of 2000-2009. Very limited BLM and USFS data were available for the period of 2010-2013. The GRMW database covers the period of

2000-2006. 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	#35: Public Management Quality	
Data Source	OWEB merit scoring of watershed council support applications for the next biennium	
Owner	Lauri Aunan, Grant Program Manager, (503) 986-0047	



1. OUR STRATEGY

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, improve water quality or stream flows; and 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 local capacity-building.

Currently watershed councils are evaluated for merit every two years. The next evaluation is scheduled to begin under the revised Outcome-Based Watershed Council Operating Capacity Grants (Council Capacity Grant) in November 2014 with the eligibility review, and will conclude in July 2015 with the funding decision by the OWEB Board. The Council Capacity Grant process supports OWEB's goal of resilient, sustainable local organizations, is performance and out-come 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% for this measure beginning in 2007. A watershed councils' ability to demonstrate progress in work plan implementation is one measure of watershed council operational efficiencies and effectiveness. Councils are considered to have successfully completed their work plans if they demonstrate, through their work plan and annual updates, progress in planning, on-the-ground-restoration, and community engagement for watershed restoration purposes.

3. HOW WE ARE DOING

Applications will be 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 will consider a council to have met its work plan objectives each biennium if they meet all five merit criteria during the review process. OWEB staff will consider the following information in the review process: 1) information in the council's 2-year work plans and annual work plan updates, including explanations of challenges the council is facing and how these challenges are being addressed, 2) answers to the Council Capacity Grant application questions, 3) OWEB staff's knowledge of council performance, including information gained through the council's OWEB project grants and OWEB staff's attendance at council meetings and events, 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.

Council Capacity Grant applications will be reviewed in the spring of 2015 as part of a biennial process that occurs every two years prior to the start of each biennium. These applications will be reviewed first by OWEB staff. If OWEB staff has questions and concerns, the application will be referred to an external panel that includes local experts and OWEB staff, for review and an interview of the coordinator and board officers. OWEB will report on the results of the first review process under the revised Council Capacity Grant program in 2015.

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 to implement the 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

The progress each watershed council makes toward meeting the objectives related to effective governance, effective management, progress in planning, on-the-ground restoration, and community engagement for the purposes of restoration is directly related to the level of funding provided through the Council Capacity Grant program.

6. WHAT NEEDS TO BE DONE

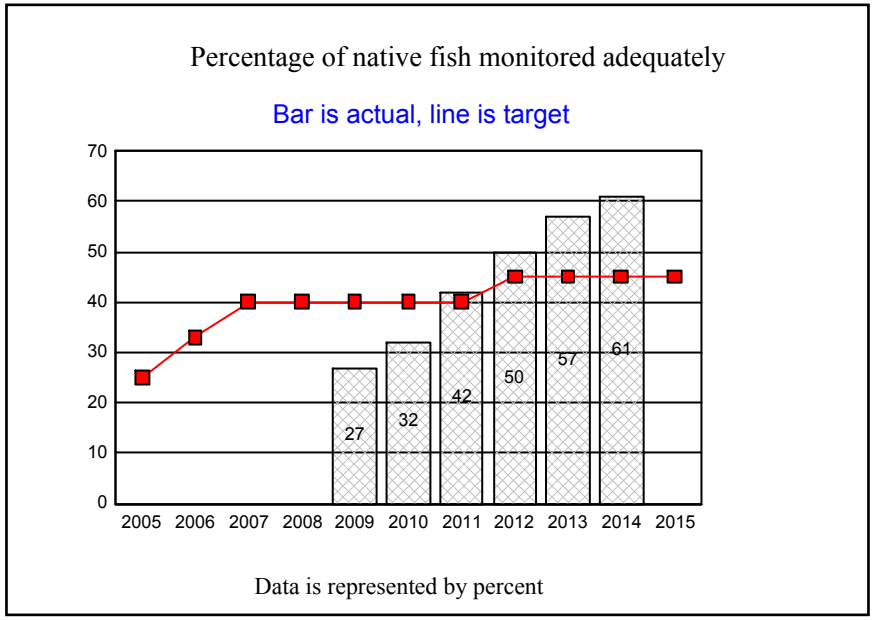
Implement the revised 2015-2017 Council Capacity Grant program and report back to OWEB's Board on results and lessons learned during the first grant cycle under the revised program.

OWEB anticipates reviewing this Key Performance Measure related to council work plans. The agency may propose changes to this measure once OWEB has completed several grant cycles under the revised Council Capacity Grant program that was just launched.

7. ABOUT THE DATA

Oregon FY 2014. Data are made available every two years through the review of watershed council support grant applications.

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	#86: Freshwater Species	
Data Source	The Oregon Department of Fish and Wildlife (ODFW) staff, ODFW's Natural Resources Information Management Program, Oregon Plan Monitoring Strategy.	
Owner	Greg Sieglitz, Monitoring and Reporting Manager, (503) 986-0194	



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 61%) of these units are monitored adequately relative to what is called for in the plans.**SPECIES THAT HAVE ADEQUATE MONITORING:**

·Borax Lake Chub
·Chinook salmon, Coastal SMU
·Chinook salmon, Rogue Spring Chinook SMU
·Chinook salmon, Rogue Fall Chinook SMU
·Chinook salmon, Snake River, Spring/Summer ESU
·Chinook salmon - Fall, Lower Columbia River ESU
·Chinook salmon - Spring, Lower Columbia River ESU
·Chinook salmon - Spring, Coastal SMU
·Chum salmon, Columbia River SMU/ESU
·Coho salmon, Lower Columbia River ESU
·Coho salmon, Oregon Coast ESU
·Foskett Speckled Dace
·Lahontan cutthroat trout
·Miller Lake lamprey
·Oregon Chub

·Steelhead, Middle Columbia River DPS
·Steelhead, Snake river DPS
·Steelhead - Summer, Coastal SMU
·Steelhead - Winter, Lower Columbia River DPS
·Steelhead - Winter, Coastal SMU
·Warner Sucker **SPECIES THAT DO NOT HAVE ADEQUATE MONITORING:**
·Bull Trout, range-wide
·Chinook salmon, Snake River, Fall ESU
·Chinook salmon, Upper Willamette River ESU
·Chinook salmon - late Fall, Lower Columbia River ESU
·Chum salmon, Coastal SMU
·Coastal cutthroat trout, Coastal SMU
·Coho salmon, Southern OR/Northern CA Coasts ESU
·Hutton Spring Tui Chub
·Lost River Sucker
·Shortnose Sucker
·Steelhead, Upper Willamette River DPS
·Steelhead - Summer, Lower Columbia River DPS
·White Sturgeon, Columbia River (below Bonneville Dam)

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 will enable a comparison of monitoring initiatives between Oregon and other states in future years.

5. FACTORS AFFECTING RESULTS

OWEB's 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

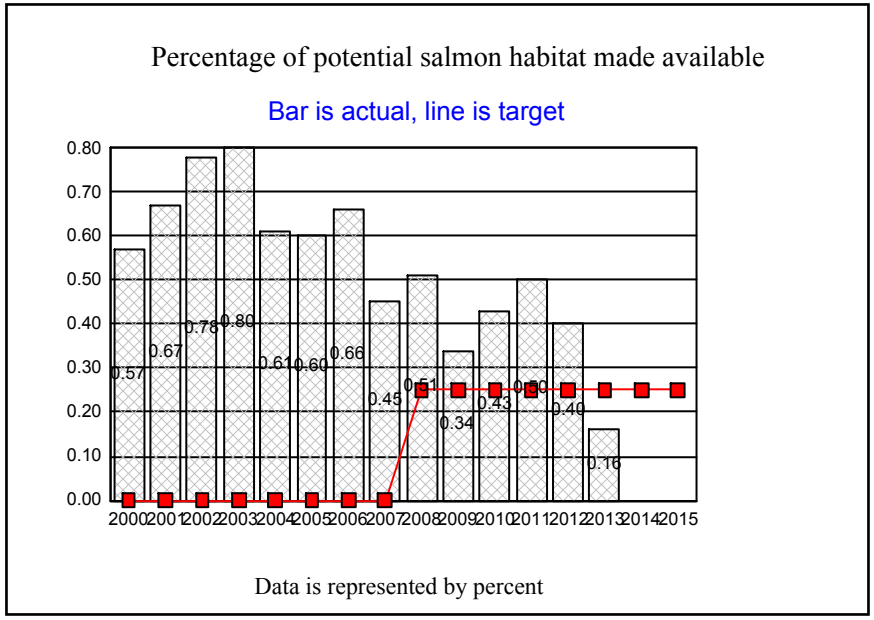
OWEB will continue to work with ODFW to refine the capability to report on this measure through assessment and monitoring efforts. In the past year, a conservation plan was completed for coastal Chinook salmon, spring Chinook salmon, chum salmon, winter steelhead, summer steelhead, and cutthroat trout. 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 and 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. ODFW, in cooperation with other state and federal agencies has also developed a website, the Salmon Monitoring Advisor, which will help users design and implement effective salmon monitoring programs. The Salmon Monitoring Advisor aims to improve the quality of information gathered by salmon monitoring efforts by providing tools and resources for groups who may be conducting salmon monitoring projects by identifying a step-by-step process for designing, implementing, analyzing, and reporting on completed monitoring projects.

7. ABOUT THE DATA

Oregon FY 2014. Six new coastal species management units were added this year to those where monitoring needs have been identified: Chinook salmon, spring Chinook salmon, chum salmon, winter steelhead, summer steelhead, and cutthroat trout. Although it is not annual, monitoring for Lahontan cutthroat trout is considered adequate because it happens consistent with the recovery plan for this species. 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 https://rainbow.dfw.state.or.us/nrimp/default.aspx, and from the ODFW Native Fish Investigations program at http://odfwnfi.forestry.oregonstate.edu/

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	#86: Freshwater Species	
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), and Grande Ronde Model Watershed (GRMW) Program restoration databases.	
Owner	Greg Sieglitz, Monitoring and Reporting Manager, (503) 986-0194	



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). Our ability to report on this measure is in large part dependent 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 82 miles (0.16%) of potential aquatic salmon habitat made available to salmon reported this year is below the target of 0.25%. The number of stream miles made available that were reported ranges annually from 82 to 412 between 2000 and 2013.

4. HOW WE COMPARE

By way of comparison, the State of Washington's State of Salmon in Watersheds indicators notes that 4,854 miles of streams containing salmon habitat were made available to salmon from 2000-2012. For this same time period 3,761 miles of streams were reported for Oregon.

5. FACTORS AFFECTING RESULTS

There are several factors that influence the reported miles made available to salmon: 1) the data availability from federal agencies has been reduced since federal agencies stopped using the Interagency Restoration Database (IRDA) and converted to other databases. For example in 2012, the USFS reported 111 miles were made accessible due to road/stream crossing improvements and none were reported in 2010 and 2013. Concurrent with this, voluntary reporting experienced a steep decline ranging from a high of 232 miles in 2000 to a low of 8 miles in 2013. It is unclear how much of this decrease is due to fewer voluntary activities being implemented or less reporting. 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. 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 may not be the best way to measure overall progress. 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, we calculated the percentage based on an estimate of 51,500 for the total number of perennial stream miles in the state as reported by EPA as determined by the U.S. Environmental Protection Agency. Professional judgment of ODFW biologists suggests that not all of these perennial stream miles are capable of supporting salmon; thus, the results shown above under-represent the percentage of habitat made available annually.

6. WHAT NEEDS TO BE DONE

The Oregon Department of Fish and Wildlife (ODFW) with help from OWEB is continuing the process of updating the Oregon Fish Passage Barriers Database, which was last updated in 2010 with data from 12 watershed councils, local governments and state agencies. Over 4,000 new barrier features were integrated into the database from these 12 entities. The database is based on a widely accepted data standard that was adopted by the Oregon Geographic Information Council (OGIC). This enables effective data sharing among natural resources agencies that maintain fish-passage barrier data. OWEB funding also allowed the USFS, OWEB, and local inventory data to be added to this database. OWEB has encouraged collaboration among agencies on fish-passage barriers information management. The University of Oregon InfoGraphics Lab, with funding from OWEB, developed an interactive map viewer application that demonstrates the significance of fish passage barrier removal investments within the Coos Bay and Upper John Day River sub-basins. This was done in part, by incorporating data contained within the fish barriers dataset. The interactive map viewer is available on the OWEB website. This tool enables users to view the progress made in improving access for fish to previously blocked habitat in these two river basins. Future phases of this project under consideration include the expansion into other river basins. The results of this measure assist OWEB in identifying where additional monitoring and/or research may be needed related to salmon distribution. Taken together, the information will enable strategic investments in areas where fish populations are likely to respond to restoration activities.

7. ABOUT THE DATA

Data from OWRI are available for the calendar years 2000-2013. The IRDA database, which includes data for both the BLM and USFS, is used for the period 2000-2009. BLM data are not yet available for the period of 2010-2013 and USFS data was only available for 2011 and 2012. The GRMW database covers the period of 2000-2006. Given the availability of data, OWEB has only been able to comprehensively report on the period 2000-2009. 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 is available from the State of Salmon in Watershed 2012 Report (see http://stateofsalmon.wa.gov/statewide/indicators/habitat-quality).

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	#35: Public Management Quality	
Data Source	Survey of grant recipients, successful and unsuccessful grant applicants, fudning partner organizations, fellow agencies, and subscribers to OWEB mailing lists	
Owner	Greg Sieglitz, Monitoring and Reporting Manager, (503) 986-0194	

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 eighth 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

For the second 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%. For several years, OWEB has enjoyed high marks in customer service with most measures achieving or narrowly missing the desired targets. However, results this year ranged from 73.5% (availability of information) to 83.2% (helpfulness).

4. HOW WE COMPARE

In 2010, the Oregon Department of Fish and Wildlife (ODFW) APPR noted that the agency did not meet the 92% target rating for any of the six categories of this measure. During 2011, the Oregon Department of State Lands (DSL) did not meet the targets for any measures and achieved an Overall Service rating of 83%. Compared to prior years, the 2014 OWEB results are lower than prior years.

5. FACTORS AFFECTING RESULTS

With OWEB's Long Term Investment Strategy, the agency developed several mailing lists of interested parties and customers expressing interest in that strategy, the OWEB Board, rule-making, watershed support grants, and the OWEB grant program, generally. OWEB used a combined list, eliminating duplication, to establish the recipients of the customer service survey for 2014. A potential driver for declines in customer service marks may be the amount and extent of change that has been ocurring and discussed through OWEB's long-term planning and the development of the Board's Long- Term Investment Strategy. These efforts, designed to craft a specific and strategic approach to OWEB's future granting structure and organizational make-up, have taken a significant amount of staff time which may have led to less timely responses to customers. The amount of change being contemplated through the planning processes may have also influenced measures such as accuracy, information availability, and expertise. It is clear from some of the responses to the supplemental questions in this years' survey that the granting period and payment period after award is an important area for customers when it comes to timeliness. This is one of the focus areas for the agency's recently initiated Lean-Kaizen process.

6. WHAT NEEDS TO BE DONE

With the decline in all measures of customer service, OWEB took the following steps in the last year to attempt to better understand the factors influencing the poorer customer service marks and to make strides to improve customer's experiences. The first step is to continue the use of the Govdelivery listserve to distribute comprehensive and clear information about changes and progress under the Board's Long-Term Investment Strategy. Secondly, the agency will continue to move forward with its efforts around making more information available online about grants and grant performance, to create electronic grant applications and guidance materials and to continue streamlining processes and procedures such as simplifying budget categories within grants. Third, the agency asked additional specific questions in addition to the standard customer service measures that were designed to gather more information about any trends experienced by OWEB customers and to request ideas about high priority customer service actions from the customers themselves. OEWB will use this information to help prioritize where to focus additional improvements over the next year.

7. ABOUT THE DATA

Oregon FY 2014. The OWEB survey followed the Recommended Statewide Customer Service Performance Measure Guidance provided by the Department of Administrative Services in 2005. The sample size was 2,145 stakeholders and represents a 300% increase in survey recipients from last year, 105 of whom responded, resulting in a response rate of 5%. The increase in survey recipients also reflects a broader sample population, where as 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? Information from the ODFW APPR is available at http://www.dfw.state.or.us/agency/budget/docs/11-13_ways_and_means/H%20-%20Agency%20Key%20Performance%20Measures.pdf. Information from the DSL APPR is available at http://www.oregon.gov/dsl/DO/docs/KPM%20APPR%20FY11.pdf

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: Greg Sieglitz, Monitoring and Reporting Manager	**Contact Phone:** 503-986-0194
Alternate: Tom Byler, 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. Within the last two years, OWEB has engaged citizens and stakeholders around the state in a number of listening sessions focused on strategic investment planning. *** 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 continue 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 recent adoption of it's Long-Term Investment Strategy, impacts of Measure 76 from afinancial 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 receive 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 complete 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