



Early Ideas and Champions

M76
M66 Permanent
Funding

GWEB Limited
Funding

Modest Investment

Voluntary
Restoration –
Cooperative
Conservation





Future



OWEB Mission

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



Strategic Plan Goals

Adaptive Investment - Restore and sustain resilient ecosystems through program and project investments that enhance watershed and ecosystem functions and processes and support community needs.

Local Infrastructure Development - Support an enduring, high-capacity local infrastructure for conducting watershed and habitat restoration and conservation

Public Awareness and Involvement - Provide information to help Oregonians understand the need for and engage in activities that support healthy watersheds

Partnership Development - Build and maintain strong partnerships with local, state, tribal and federal agencies, nonprofit organizations and private landowners for watershed and habitat restoration and conservation

Efficient and Accountable Administration - Ensure efficient and accountable administration of all investments



Strategic Plan Update

- Last Strategic Plan developed in 2010
- Update in progress to reflect changes since that time
- Open and transparent process
 - Interviewees with stakeholders
 - External advisory group
 - Listening sessions
- Slated for completion in mid-2018



Long-Term Investment Strategy

Operating Capacity

OWEB supports the operating costs of effective watershed councils and Soil and Water Conservation Districts

Open Solicitation

OWEB offers responsive grants across the state for competitive proposals based on local ecological priorities

Focused Investments

OWEB helps landscape-scale collaborative partnerships achieve prioritized ecological outcomes

Effectiveness Monitoring

OWEB evaluates and reports on the progress and outcomes of watershed work it supports





Grant Program supports local community organizations to implement, track and monitor science-based projects to restore land, water and fish and wildlife habitat, and provide Oregon jobs

Operations supports delivery of grants that support local community organizations



Program Delivery

OWEB

- Solicits for grants and completes reviews in partnership with other agencies
- Manages grant program
- Implements effectiveness monitoring programs
- Develops effective partnerships to leverage resources at the regional/state level

Local Restoration Partners

- Implement restoration projects on the ground
- Provide outreach
- Monitor project success
- Develop effective partnerships to leverage resources at the local level

Landowners and Communities

- Commit to voluntary conservation work on their land
- Invest in the local restoration economy

Elevations of Influence

M76

Oregon Revised **Statutes**

PCSRF

C

OLOGICAL OUTCOMES

Mission

Strategic Plan

Long-Term Investment Strategy

Two-Year Spending Plan

Funded Activities

Grant Administration & Processes

On-the-ground Implementation

Ag. Water Quality Management Program

Integrated Water Resources Strategy

Oregon Conservation Strategy

Oregon Plan for Salmon and Watersheds

Salmon Recovery **Planning**

Total Maximum Daily Load

Other



Spending Plan

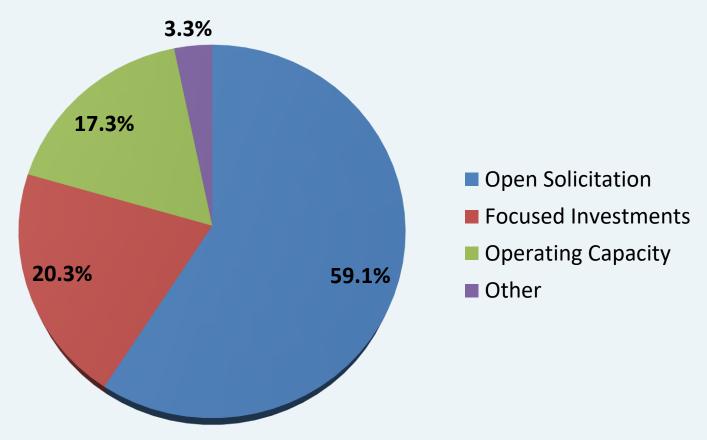
OWEB's Board oversees grant investments through a spending plan approved each biennium and updated as additional funds become available or forecasts change

OWEB 2015-17 Spending Plan for the January 2017 Board Meeting

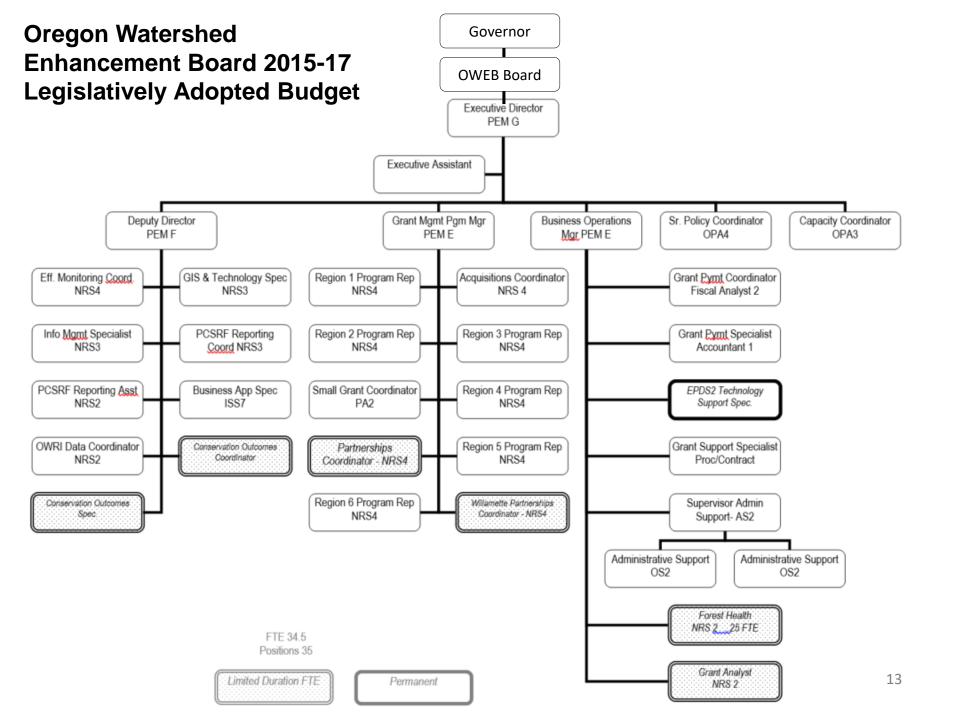
	Jan 2017	Jan 2017	TOTAL Board	Remaining	Jan 2017	Remaining
OWEB SPENDING PLAN	additions to spending plan	Spending Plan	Awards To-	3	Proposed	Spending Plan as of Jan 2017
Open Solicitation:						
Restoration**		25.207	18.796	6.411		6.411
Technical Assistance		25.207	10.790	0.411		0.411
Restoration TA**		3.060	2.224	0.836		0.836
CREP TA		1.050	1.050	0.000		0.000
Monitoring grants**		2.120	0.971	1.149		1.149
Outreach**		0.600	0.310	0.290		0.290
Land and Water Acquisition**		7.500	2.343	5.157		5.157
Weed Grants		2.500	2.500	0.000		0.000
Small Grants		2.800	2.800	0.000		0.000
Programmatic Effectiveness Monitor	ina	0.500	0.213	0.287		0.287
TOTAL	0.000	45.337	31.207	14.130	0.000	
% of assumed Total Budget	0.000	59.13%	31.207	14.130	0.000	14.130
**if more funding becomes availa	hla will as to th		1			
	bie, will go to tr	lese areas				
Focused Investments:						
Implementation FIPs		14.058	14.058	0.000		0.000
Capacity-Building FIPs		1.039	1.039	0.000		0.000
FI Effectiveness Monitoring		0.500	0.200	0.300		0.300
TOTAL		15.597	15.297	0.300	0.000	0.300
% of assumed Total Budget		20.34%				
Operating Capacity:						
Capacity grants (WC/SWCD)		12.500	12.500	0.000		0.000
Statewide organization partnership	support	0.334	0.300	0.034	0.034	0.000
Building Capacity Grants		0.400	0.400	0.000		0.000
TOTAL	0.000	13.234	13.200		0.034	0.000
% of assumed Total Budget	0.000	17.26%	10.200	0.004	0.004	0.000
_		17.20/8				
Other:		0.500	0.500	0.000		0.000
CREP		0.500	0.500	0.000		0.000
Oregon Plan/Governor Priorities		1.000	1.000	0.000		0.000
Strategic Implementation Area's		1.000	1.000	0.000		0.000
TOTAL	0.000	2.500	2.500	0.000	0.000	0.000
% of assumed Total Budget		3.26%				
TOTAL OWEB Spending Plan	0.000	76.668	62.204	14.464	0.034	14.430
OTHER DISTRIBUTED FUNDS						
Oregon Department of Fish and W		9.512	9.512	0.000		0.000
Forest Health Collaboratives from		0.660	0.500	0.160		0.160
Rangeland Fire Protection Assoc	rom ODF	1.200	1.200	0.000		0.000
PSMFC-IMW		0.591	0.591	0.000		0.000
Lower Columbia Estuary Partners	hip	0.300	0.300	0.000		0.000
ODOT	0.250	0.500	0.250	0.250		0.250
TOTAL	0.250	12.763	12.353	0.410	0.000	0.410

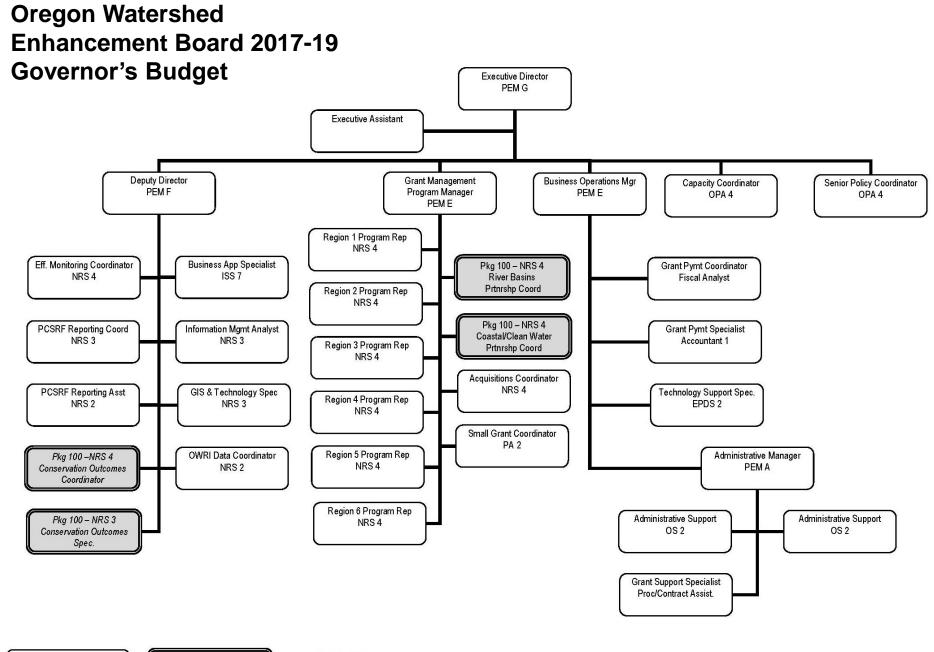


2015-2017 Spending Plan Allocations



Monitoring is foundational to all of these investment categories.







OWEB AVERAGE COST PER FTE

	2015-17 LAB Total Funds	2017-19 GB Total Funds
Salary/Wages	4,687,756	4,829,088
Health Benefits	1,037,952	1,100,088
PERS & Pension Obligation	1,001,694	963,929
All other personnel costs	352,379	342,472
TOTAL PERSONAL SERVICES	7,079,781	7,235,577
FTE	34.25	32.99
Average Cost per FTE	206,709	219,326
Percentage of Total Budget	7%	6%
Total budget	103,309,893	117,750,643



OWEB AVERAGE FTE Costs on an Annual Basis with NO OPE

	2015-17 LAB Total Funds	2017-19 GB Total Funds
Salary/Wages (no OPE)	2,343,878	2,414,544
FTE	34.25	32.99
Annual Average Cost per FTE	68,434	73,190



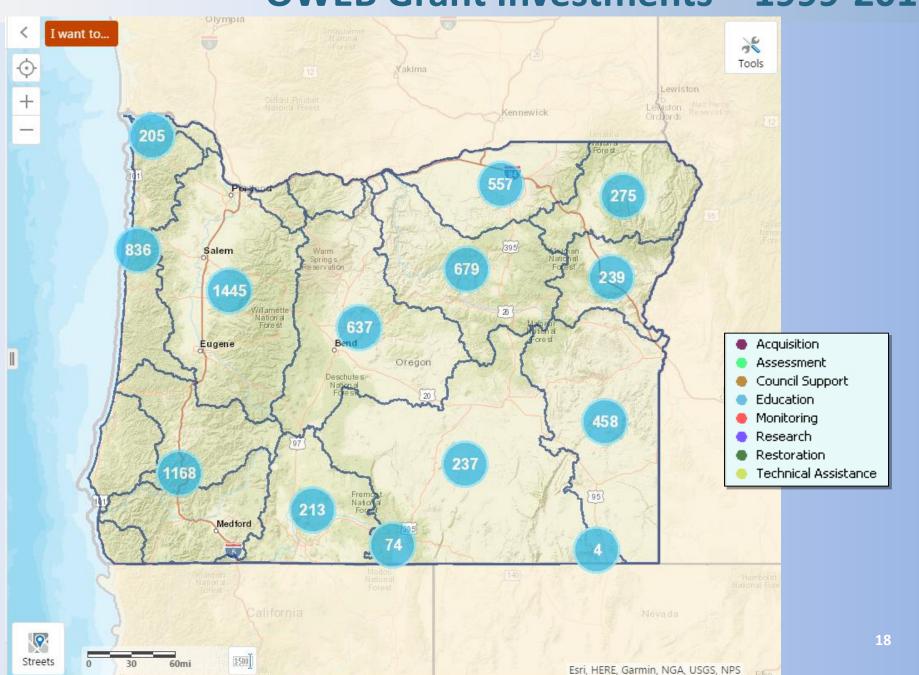
Agency Caseload

Currently...

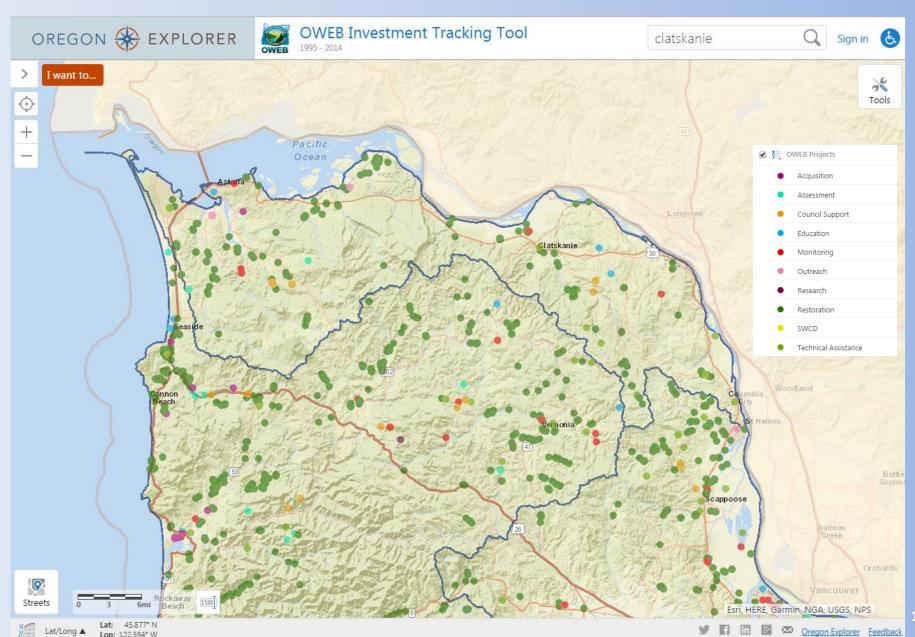
- ...1,103 open grant agreements with a balance of over \$58 million
- ...1,354 combined applications reviewed and grant agreements executed in this biennium*
- ... Applications received total \$62.8 million in requests to date*

* With three of four grant cycles completed for the biennium

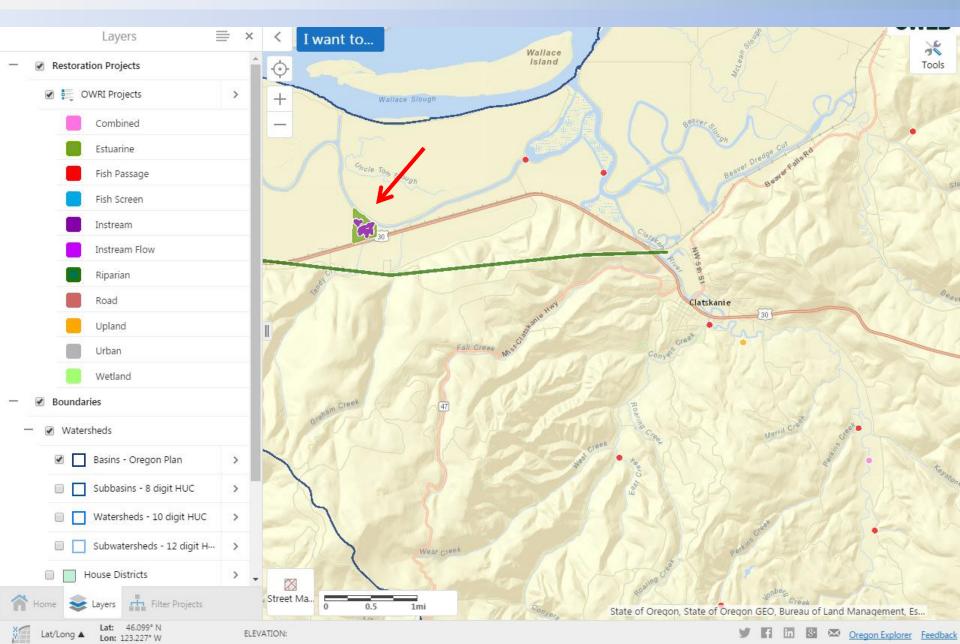
OWEB Grant Investments – 1999-2014

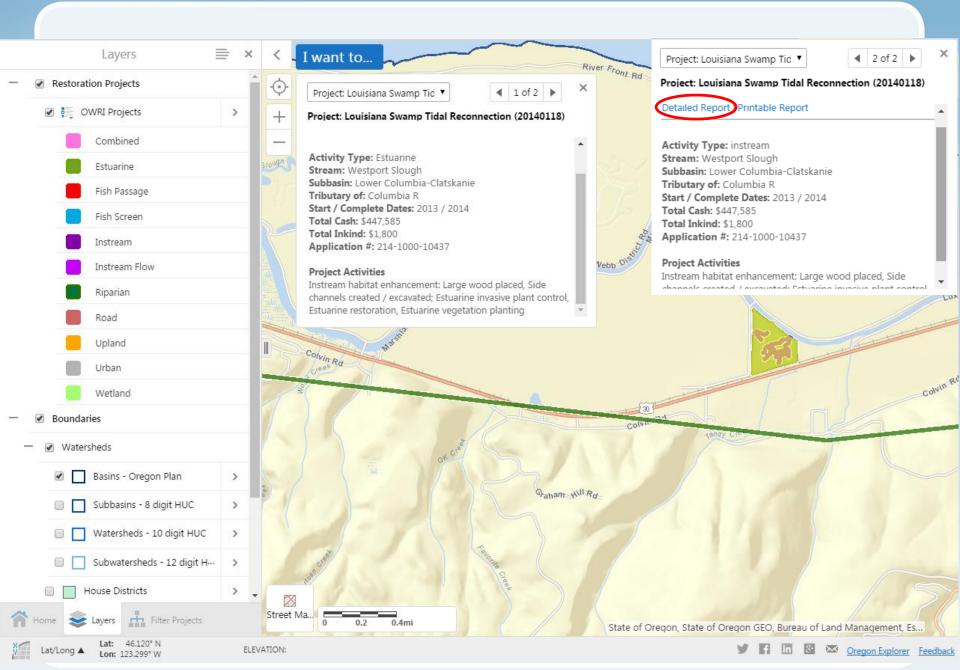


OWEB Grant Investments – 1999-2014



OWEB Grant Investments – 1999-2014







Key Performances Measures (KPMs)

2015-2016 – Evaluated the need to update OWEB's KPMs to better measure the agency's performance.

Proposed revised KPMs address:

- Internal measures focused on grantmaking processes, and
- External measures focused on the results of OWEB's investments



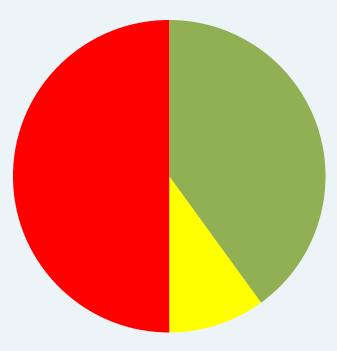
2015-2017 Key Performance Measures

Current KPMs			
Operations	Plant Communities		
Outside Funding	Work Plans		
Restoration	Fish Monitoring		
Payments	Salmon Habitat Quantity		
Fish Populations	Customer Service		



Summary of 2016 KPM Results

2016 Performance Summary



Green	40%
Yellow	10%
Red	50%

Green = Target to -5%

Yellow = Target -6% to -15%

Red = Target > -15%



Current KPM	Action	Proposed KPM	Rationale
Investments that address	Revise	Funding that addresses habitat	Directly connects to OWEB's mission,
restoration		for listed native	as outlined in the
priorities		species or 303(d) water-quality	Oregon Constitution and
		listings	statutes

2016 APPR: Red (no data)



Current KPM	Action	Proposed KPM	Rationale
Potential salmon habitat made available	Revise	Fish habitat opened by fish- passage projects funded through OWEB grants	Measures progress associated directly with OWEB's investments

2016 APPR: Red



Current KPM	Action	Proposed KPM	Rationale
	Add	Upland habitat restored through OWEB funded grants	Measures progress associated directly with OWEB's investments



Current KPM	Action	Proposed KPM	Rationale
Improved	Revise	Riparian stream	Measures progress
riparian		miles restored	associated directly
stream miles		through OWEB	with OWEB's
		funded grants	investments

2016 APPR: Red



Current KPM	Action	Proposed KPM	Rationale
Fish species	No		
with	action		
increasing or			
stable			
abundance			

2016 APPR: Yellow



Current KPM	Action	Proposed KPM	Rationale
	Add	Percent of Oregon's 76 'sub- basins' that benefit from OWEB grants	Tracks distribution of OWEB's investments



Current KPM	Action	Proposed KPM	Rationale
Watershed councils accomplishing work plans	Revise	Watershed councils demonstrating effective organizational governance and management using OWEB merit criteria	Connects directly to administrative rules guiding OWEB's council capacity investments

2016 APPR: Red (no data)



Current KPM	Action	Proposed KPM	Rationale
Customer	No		
Service	action		

2016 APPR: Green



Current KPM	Action	Proposed KPM	Rationale
Funding used for agency operations	No change to KPM; revise methodology and target		Update both methodology and target to reflect fund distribution process under M76

2016 APPR: Red



Current KPM	Action	Proposed KPM	Rationale
Complete	No		
grant	action		
payments			
within 24			
days			

2016 APPR: Green



Current KPM	Action	Proposed KPM	Rationale
	Add	Open solicitation grant agreements executed within one month of Board award	Tracks efficiency of OWEB's grant-making procedures



Current KPM	Action	Proposed KPM	Rationale
Funding from	Revise	Funding	More accurately
other		contributed from	measures
sources		other sources to	leveraged
resulting		OWEB funded	contributions from
from OWEB's		restoration	other sources,
grant awards		projects	based on
			information about
			the completed
			project

2016 APPR: Green



Proposed Revised KPMs

Current KPM	Action	Proposed KPM	Rationale
Native fish monitored to an adequate level	Delete		No longer reflects funding distribution for monitoring under M76

2016 APPR: Green



2017-2019 Proposed Revised KPMs

Proposed Revised KPMs				
Native Species Habitat and Water Quality	Native Fish Habitat Quantity			
Upland Habitat	Streamside Habitat			
Fish Populations	Grant-Making Across Oregon			
Watershed Council Governance	Customer Service			
Operations	Payments			
Timeliness of Grant-Making	Funding from Other Sources			



Budget Drivers & Environmental Factors

Fund Sources

- Lottery Fund revenue projections
- Competitive Grant Process for federal funds
- Limitations on use of funds

Investment in new granting programs that support native species and thriving communities

- Focused Investment Partnerships
- Strategic Implementation Areas



KPMs: Fish habitat miles; Upland habitat acres; Riparian habitat miles

Granting Efficiency

- 1,100 open grants
- 9.6% administration for grant program delivery
- Reliance on other agencies to provide technical support (M76 funds)

KPMs: Agency operations costs; Executed grant agreements; Customer Service



Major Changes in the Last Six Years

2011-2013

- Implementation of Measure 76 Statutes
- Board Adoption of Long-Term Investment Strategy
- Changes to Federal Grant eligibility requirements

2013-2015

- Revised Administrative Rules for Council Capacity
- Priority Setting for Focused Investment Partnerships

2015-2017

- Agency Reorganization
- First Focused Investment Partnership Awards
- Release of Online Grant Application System
- Measuring Our Mission



Containing Costs and Improving Services



Cross-Agency Approach

Board Structure

Public Members, Tribal, other agency commission members, federal agencies and OSU Extension

Funding to Support Voluntary Local Restoration

M76 funding supports other agency staff to implement M76

Grant Review Team Structure

Other agency staff participate on regional review teams

Staff Coordination with Other Agencies

Engage with other agencies in planning and implementation

Conservation Effectiveness Partnership and Clean Water Partnership

Outcome-based Monitoring

Shared Services (WRD, Housing, DSL, DLCD)

Administrative functions (e.g., payroll, accounting, HR, IT, Internet)



Internal Efficiencies

Continuous Improvement

Staff-led approach to ensure adaptive, human-centered, and high-performance service

- ✓ Example: Agency Reorganization in 2015
 Restructured agency to organize similar functions to increase efficiency, encourage cross-section coordination and collaboration
- ✓ Example: Technology/Web-Based Improvements
 Launched in 2016; dramatically streamlines OWEB's grant solicitation, review and grant-making processes

One result: reduced paper use by agency in one year from 9.4 million to 2 million sheets of paper – 370% reduction



Efficient Grant Delivery Services

Oregon Department of Agriculture

Soil and Water Conservation District Capacity Grants

Weed Grant Program

Strategic Implementation Areas Initiative

Oregon Department of Forestry

Forest Health Collaborative Grants

US Department of Agriculture

Conservation Reserve Enhancement Program

NOAA-Fisheries

Pacific Coast Salmon Recovery Funding

US Fish and Wildlife Service

Coastal Wetland Grants

Oregon Coastal Management Program

Grants and Reporting to Complement DLCD Program



What We've Learned

High performing partnerships

+

Strategic Action Plans

+

Targeted ecological outcomes

=

Landscape-scale results



Strong Partnerships

Partnership	2015-2017 OWEB Award Amount	Est. OWEB Funding Request 2017-2019	Est. OWEB Funding Request 2019-2021	Total FIP Request	Total Est. Leverage
The Deschutes Partnership	\$4,000,000	\$4,000,000	\$4,000,000	\$12,000,000	\$16,203,000
Willamette Mainstem Anchor Habitat Working Group	\$2,550,000	\$2,430,000	\$2,180,000	\$7,160,000	\$7,060,000
Harney Basin Wetlands Initiative	\$1,780,000	\$1,970,000	\$2,500,000	\$6,250,000	\$10,270,000
Oregon Model to Protect Sage Grouse, All Counties	\$2,295,938	\$2,355,250	\$473,732	\$5,124,920	\$2,276,500
Ashland Forest All-lands Restoration	\$1,660,000	\$2,340,000	\$2,000,000	\$6,000,000	\$7,200,000
Upper Grande Ronde Initiative	\$1,771,610	\$2,416,500	\$2,777,000	\$6,965,110	\$44,979,000
TOTAL	\$14,057,548	\$15,511,750	\$13,930,732	\$43,500,030	\$87,988,500



Strong Partnerships

Capacity Building FIPs – Strategic Action Planning and Partnership Development

- Siuslaw Coho
- John Day Basin
- Wild Rivers Coast Estuaries
- Umpqua Basin

- Clackamas
- Central Coast Estuaries
- Wallowa Fish Habitat
- Rogue Basin

Coast Coho Business Plans

- Targets recovery efforts for both of Oregon's federally listed coast coho species
- Federal, state, and local partners
- Science-based watershed restoration plans
- Aims to accelerate the pace and effectiveness of local habitat protection and restoration efforts.



Key Policy Option Packages

- 100 Program Continuity requests continuation of four positions (2 permanent for focused investment partnerships and 2 limited duration for conservation outcomes), plus office rent for North Coast regional office
- 115 Forest Collaborative Support requests staff support for forest collaboratives grantmaking administered on behalf of Oregon Department of Forestry.

200 Measure 76 - Grant Funds

215 Forest Collaboratives – Grant Funds

KPMs for Restoration Outputs and Outcomes:

- Fish habitat miles
- Riparian habitat miles
- Upland acres
- Fish species abundance



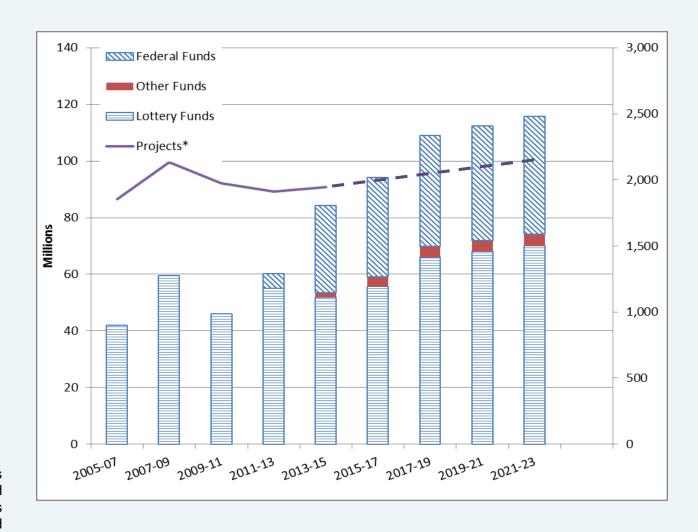
Potential Budget Adjustments

Federal Funds Limitation

Agency will work with LFO to determine if there is a need for additional Federal Funds Limitation for *National Coastal Wetlands*Conservation Grants during the 2017-2019 biennium.



Agency Changes



*Applications Reviewed and agreements executed



Legislation Affecting OWEB

HB 2327 – Agency bill

- US Fish and Wildlife Service as non-voting member
- Liability coverage requirements for grantees
- Statute clean-up, including repeal of requirements for:
 - OWEB as central agency repository of written reports
 - Reporting on habitat conditions in a geographically consistent way across all drainage basins in Oregon

Passed House on 3/1/17; Public hearing in Senate on 3/15/17; very minor budget impact



How Proposed Budget Impacts Goals

Strategic Plan	Long-Term Investment Strategy (LTIS)	Budget Proposal
Adaptive Investment	Effectiveness Monitoring Open Solicitation Focused Investments	 Coordinated monitoring of outcomes Continued grant offerings that support thriving communities (Forest Health, Strategic Implementation Areas) Restoration investment at scale
Local Infrastructure Development	Operating Capacity	 Continued support for Forest Health Collaboratives
Partnership Development	Focused Investments	- Continued partnership coordination
Efficient and Accountable Administration	All areas of LTIS	 Continued support for effective and transparent granting



Our Approach to Measuring Performance

MEASURING OUR MISSION

Measuring Mission Progress and Measuring Mission Impact

Go to Prezi presentation at

http://prezi.com/4md5icxwpdwv/?utm_campaign=share&utm_medium=copy

Measuring our Mission SURING MISSION INTO MISSION watersheds & natural habitats that support & strong economies. MEASURING OUR MISSION Periode protect de RING MISSION Completed Grants Abundant fish and wildlife Reduced occurrence of catastrophic wildfire Increased employment in restoration



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MEASURING OUR MISSION

To help protect & restore healthy watersheds & natural habitats that support thriving communities & strong economies.

& strong economies.
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MEASURING OUR MISSION

To help protect & restore healthy watersheds & natural habitats that support thriving communities & strong economies.

Staff, Contracts & Technology

- Technological Efficiencies
- Training for staff and grantees
- · Process Streamlining
- Continuous Improvement

thriving communities & strong economies.

& strong economies.

PROSERVG MISSION PROSES

Key Performance Measures - Agency Effectiveness and Efficiency

- Customer Service
- % funding for operations
- Grant payment efficiency
- Grant agreement efficiency

Continuous Improvement Tracking

- Paper cost reductions
- · # of application 'touches'
- % applications complete when submitted
- Paperwork processed within X days

Review Team Effectiveness

- Time spent reviewing each application
- Evaluation summary consistency



Staff, Contracts & Technology

- Technological Efficiencies
- Training for staff and grantees
- Process Streamlining
- Continuous Improvement



Key Performance Measures - Agency Effectiveness and Efficiency

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Continuous Improvement Tracking

- Paper cost reductions
- # of application 'touches'
- % applications complete when submitted
- Paperwork processed within X days

- Time each
 - Evaluation

Review Team Effectiveness

- Time spent reviewing each application
- Evaluation summary consistency



SEASURING MISSION INTO MEASURING OUR MISSION To help protect & restore healthy watersheds & natural habitats that support & strong economies.

Completed Grants

- Restoration
- Technical Assistance
- Acquisition
- Capacity
- Outreach
- Monitoring

ildfire projects

toration



Key Performance Measures -**Ecological**

- threatened/endangered, species of concern or 303(d)
- Funds contributed from other sources for restoration
- Miles of fish habitat opened
- Acres of upland habitat
- or enhanced Improvement in fish sp

Key Performance Measures -Community & Economy

- Percent of Oregon sub-basin that benefit from agency-
- managed grant program Watershed Councils demonstrating effective

Also...

- 15-24 jobs created for eve \$1 million invested in
- Number of grants given funds distributed

Status/Trend and Accomplishments Reporting

eporting for: Pacific Coastal Salmon

- Recovery Fund OR Watershed Restoration
- Partnership Accomplishment Status, trend and baseline

Project Monitoring

- Monitoring innovative

Effectiveness Monitoring

- Riparian effectiveness
- monitoring

 Juniper effectiveness monit Conservation Reserve
- Enhancement Program
- Livestack exclusion
- effectiveness

Key Performance Measures -Ecological

- Dollars invested to address threatened/endangered, species of concern or 303(d) list
- Funds contributed from other sources for restoration projects
- Miles of fish habitat opened
- Acres of upland habitat improved
- Riparian stream miles restored or enhanced
- Improvement in fish species abundance



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Key Performance Measures Community & Economy

- Percent of Oregon sub-basins that benefit from agencymanaged grant program
- Watershed Councils demonstrating effective governance

Also...

- 15-24 jobs created for every \$1 million invested in restoration
- Number of grants given and funds distributed



Status/Trend and Accomplishments Reporting

Reporting for:

- Pacific Coastal Salmon Recovery Fund
- OR Watershed Restoration Inventory
- Focused Investment
 Partnership Accomplishments
- Status, trend and baseline monitoring of funded grants



Project Monitoring

- Monitoring innovative approaches
- Implementation monitoring



Effectiveness Monitoring

- Riparian effectiveness monitoring
- · Juniper effectiveness monitoring
- Conservation Reserve Enhancement Program Effectiveness
- Livestock exclusion effectiveness
- Impact of capacity investments



Measuring our Mission SURING MISSION INTO MISSION restore healthy habitats that support & strong economies. RING MISSION Completed Grants

Reduced occurrence of catastrophic wildfire

Increased employment in restoration

Abundant fish and wildlife





Abundant fish and wildlife

Reduced occurrence of catastrophic wildfire
Increased employment in restoration



SURING MISSION INDEX

MEASURING OUR MISSION

To help protect & restore healthy watersheds & natural habitats that support thriving communities & strong economies.

& strong economies.
& STONG MISSION PROGRAMMENT



A Future Framework Example...

ACTION MEASURES RESULT MEASURES **OUTPUTS OUTCOMES IMPACT** INPUTS What we create What difference it makes What we put in What happens Acres of habitat Grants given Habitat quality/ Abundant fish/ Funds distributed Miles of stream accessibility wildlife Staff resources Water quality Fishable, drinkable, Grant improvements swimmable rivers Technology agreements Strong Thriving communities restoration infrastructure Jobs created



Measuring our Mission SURING MISSION INTO MISSION restore healthy habitats that support & strong economies. RING MISSION Completed Grants

Reduced occurrence of catastrophic wildfire

Increased employment in restoration

Abundant fish and wildlife





Since 1999, OWEB has invested in more than 8,200 grants (nearly \$510 million) to help landowners and communities...

- Restore more than 4,900 miles of streams
- Make more than 6,000 miles of stream habitat accessible for fish
- Improve or create nearly 50,000 acres of wetlands/estuaries
- Improve the condition of more than 1,097,000 upland acres

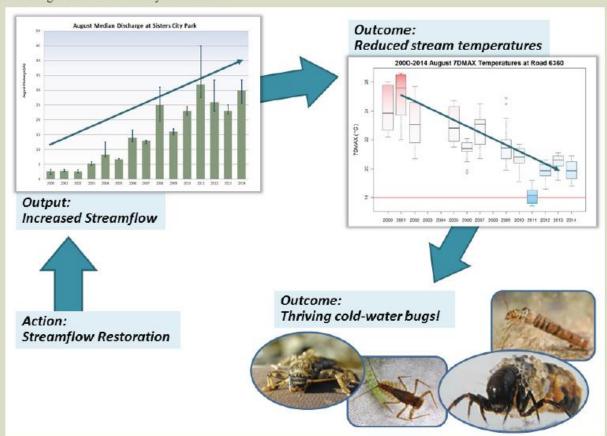
These investments have resulted in...

- an average of 15-24 jobs per \$1 million invested
- 90 cents of every dollar stays in local communities



HIGHLIGHT: Whychus Creek Watershed

Monitoring data allowed partners to describe what measurable ecological outcomes were achieved when restoring streamflow in Whychus Creek.





HIGHLIGHT: Coburg Aggregate Reclamation Project (CARP)



Recent monitoring shows that cold-water refugia have been created in side-channels and are being used by juvenile Chinook during the hottest period of the summer.





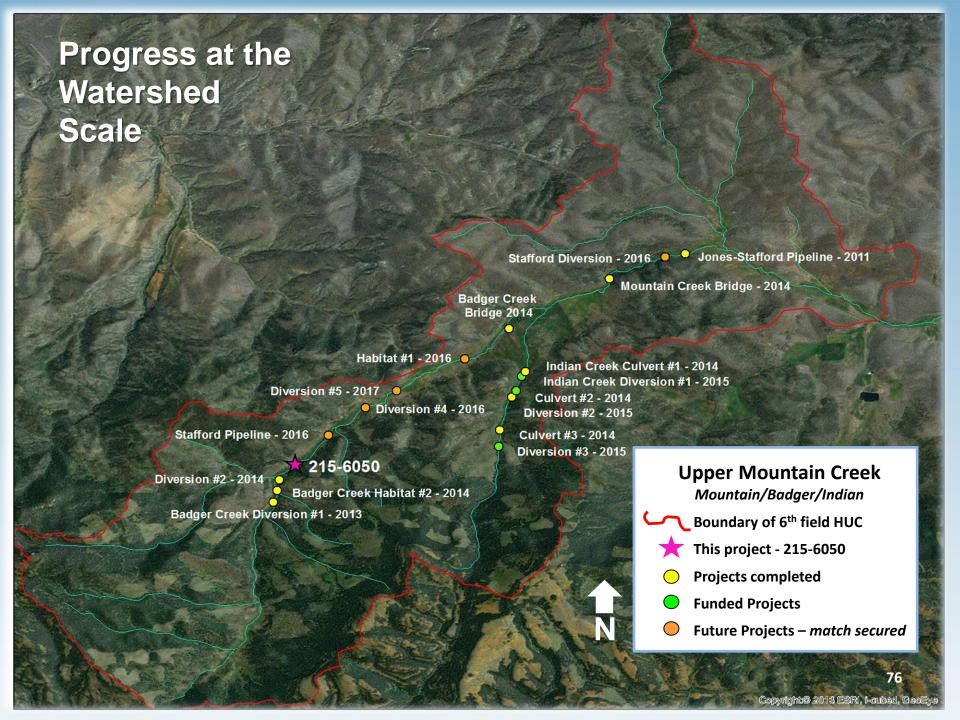
August 1992



September 2013

Riparian plantings = Improvements in streamside condition

Percentage of fine sediments in Fifteenmile Creek and most of its tributaries decreased from 2006 to 2014.









Thank You

