Watershed Enhancement Board, Oregon

Annual Performance Progress Report

Reporting Year 2022

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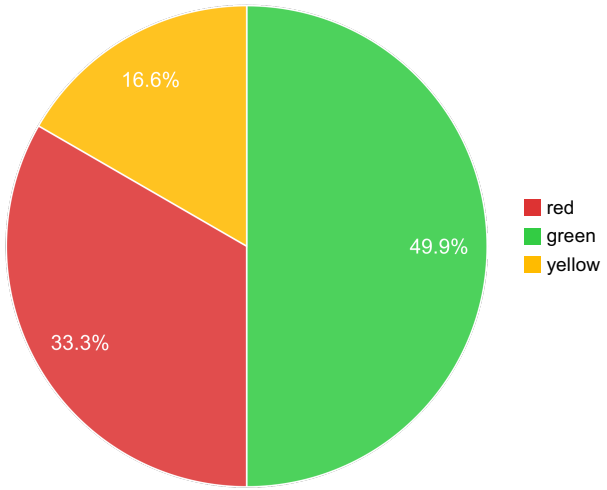
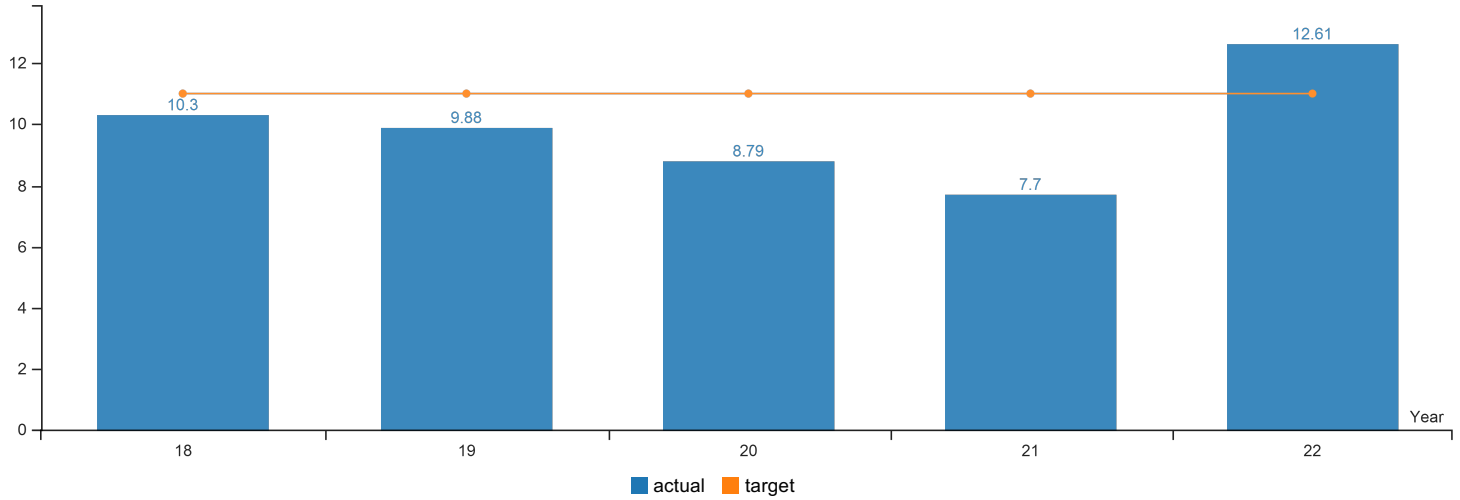
KPM #	Approved Key Performance Measures (KPMs)
1	OPERATIONS - The percentage of total funding used in agency operations.
2	FUNDING FROM OTHER SOURCES - The percent of funds contributed from other sources on OWEB funded restoration projects.
3	GRANT-MAKING ACROSS OREGON - Percent of Oregon's 76 sub-basins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



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	50%	16.67%	33.33%

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

** Upward Trend = negative result*



Report Year	2018	2019	2020	2021	2022
Percentage of funding used in operations					
Actual	10.30	9.88	8.79	7.70	12.61
Target	11	11	11	11	11

How Are We Doing

The goal of this KPM is to demonstrate the amount of grant funding that goes to on-the-ground projects, planning, development, and monitoring work versus the amount of funding OWEB spends to effectively operate and administer the grant programs. The methodology for this KPM calculates the percentage of operations costs to total costs (total costs = operations plus grants).

In the current FY 2022 reporting cycle, the percentage of total funding used in agency operations exceeded the target. This rate is an anomaly because OWEB hired new staff to launch new legislatively assigned grant programs before issuing grant program payments.

Although the 2022 rate is high due to timing, OWEB's previously reported rates are more reflective of the agency's current situation. OWEB's small agency size and history of low operations rates constrains the agency's ability to take on new programs while still recovering from budget cuts in 2020. OWEB needs additional resources to fulfill its new responsibilities, state and federal requirements and initiatives, and board priorities. Due to OWEB's new and existing responsibilities, the agency needs a new organization structure and will be requesting additional resources in the 2023-2025 budgeting process to fulfill these responsibilities and effectively serve customer needs.

In the last three years, OWEB has experienced a significant reduction in staff followed by significant growth and new responsibilities. The COVID-19 public health emergency and associated reduction in lottery revenues caused OWEB to temporarily reduce its staffing by approximately one-third in 2020. In 2021 and 2022, OWEB was able to restore many lost positions and also received extensive new responsibilities and new staff. However, OWEB's management structure and administrative staffing have not recovered and expanded to fulfill the current demands on the agency and accomplish key board priorities such as building climate change criteria into grantmaking and expanding diversity, equity, and inclusion efforts.

During the 2023-2025 budgeting process, OWEB will request significant resources to restore and expand the agency's management structure, accomplish board priorities including climate and DEI, provide adequate administrative support, fulfill state and federal requirements and initiatives, and implement existing and new programs assigned to the agency.

Factors Affecting Results

OWEB received new programs through legislative funding allocations in the 2021 regular legislative session, 2nd 2021 special legislative session, and 2022 regular legislative session. The Oregon Legislature allocated general funds to OWEB for grants for post-wildfire recovery, drought recovery and resiliency, farm and ranchland protection, and water acquisitions.

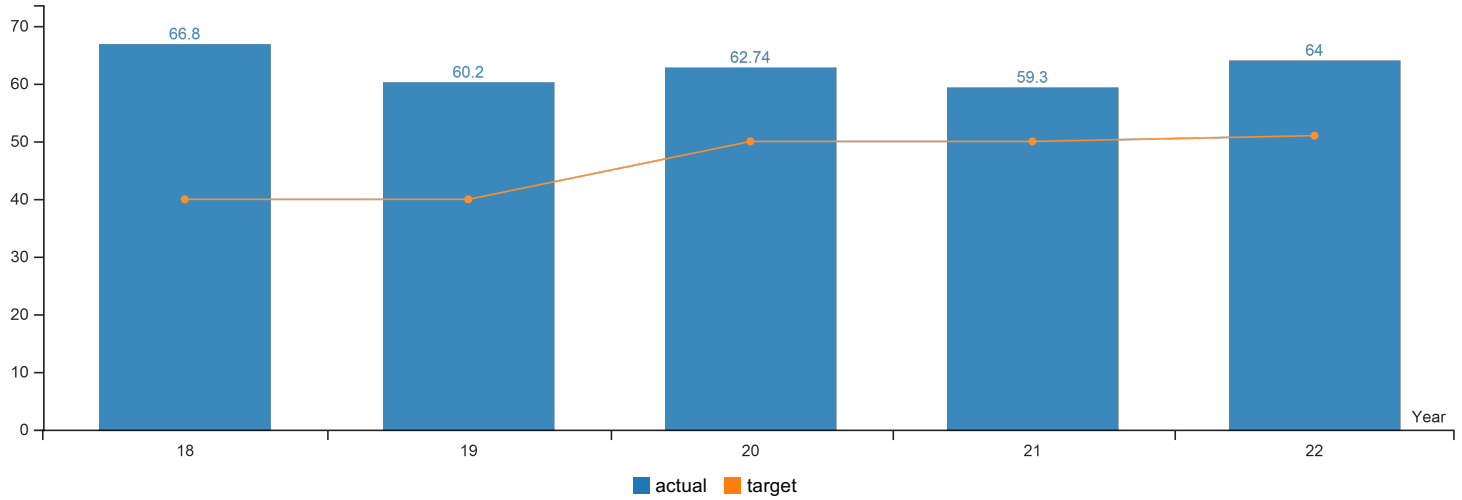
OWEB received legislatively approved staff positions to develop and launch these new programs. As of August 2022, OWEB has hired staff for nearly all the new positions, developed and launched several of the new grant programs, awarded grants, and has begun issuing payments.

Because OWEB had to bring on the new staff before accepting grant applications, issuing grant awards, and making payments, OWEB's rate for FY 2022 is unusually high. The rate does not reflect OWEB's current organization challenges to accomplish new program work while continuing to operate existing grant offerings, fulfill board priorities, provide good customer service, and meet state and federal requirements and initiatives.

OWEB will be requesting additional resources in the 2023-2025 agency request budget to establish an effective organization structure to meet current responsibilities. This may result in a rate that is closer to the 11% target than OWEB's historically reported, but it is needed to position the agency for future success.

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

** Upward Trend = positive result*



Report Year	2018	2019	2020	2021	2022
Percent of funds					
Actual	66.80%	60.20%	62.74%	59.30%	64%
Target	40%	40%	50%	50%	51%

How Are We Doing

In FY 2022, for projects reported to the Oregon Watershed Restoration Inventory (OWRI), OWEB contributed $11,305,836 (approximately 36 %) to restoration projects, while project partners contributed $20,051,411 (approximately 64 %).

The goal of this KPM is to demonstrate that OWEB grantees leverage funding from other sources. OWEB currently requires a minimum of 25% match for entities applying for OWEB funds. Since this KPM was first reported in 2017, OWEB has exceeded the target of 50% for this KPM each reporting year.

While OWEB's match requirements help leverage other sources of funding, they can also be a barrier to existing and non-traditional partners who wish to pursue OWEB grants. OWEB is currently in the process of updating its match requirements for grants and may change its match requirements to improve grant funding accessibility.

Factors Affecting Results

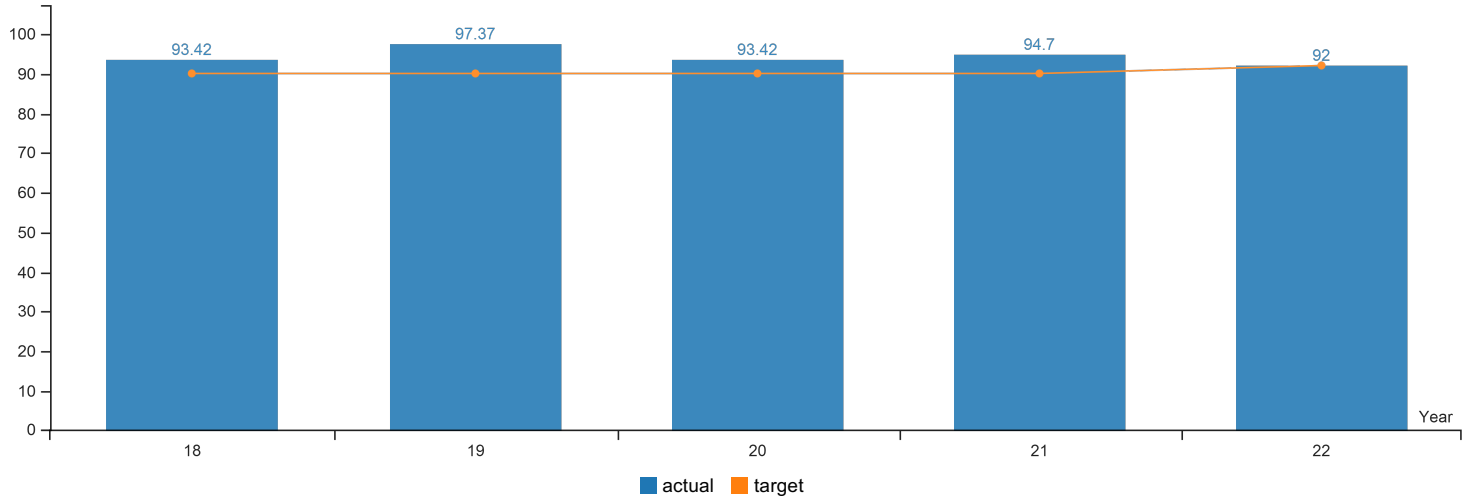
Through its grantees and via joint funding agreements, OWEB partners with a variety of organizations for collaborative investments in restoration projects. These partners include federal, state and local governments, Tribes, non-governmental organizations, citizen groups, landowners, and local businesses.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

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

As OWEB works to improve accessibility of its grant programs to non-traditional and existing partners, the agency may modify match requirements in keeping with principles of diversity, equity, and inclusion. These improvements in accessibility may affect the percentage of match funding from other sources for some OWEB-funded projects.

KPM #3	GRANT-MAKING ACROSS OREGON - Percent of Oregon's 76 sub-basins (defined as 8-digit hydrologic unit code areas) within which Oregonians benefit from OWEB's grant programs.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2018	2019	2020	2021	2022
Percent of Oregon sub-basins					
Actual	93.42%	97.37%	93.42%	94.70%	92%
Target	90%	90%	90%	90%	92%

How Are We Doing

Results for FY 2022 continue to demonstrate that over 90% of Oregon's sub-basins benefitted from OWEB's grant programs.

OWEB's mission is to protect and restore healthy watersheds that support thriving communities and strong economies. OWEB grant programs provide clean water, improve fish and wildlife habitat, support local jobs, and improve community livability.

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

Factors Affecting Results

OWEB builds and maintains relationships with current and prospective grantees all over the state and provides training and consultations on its grant processes. This assistance helps make OWEB programs more accessible to communities and grantees around Oregon. OWEB is continuing to expand outreach to current and non-traditional partners to understand barriers to participation, current and prospective grantee assistance needs, and opportunities to support impacted communities.

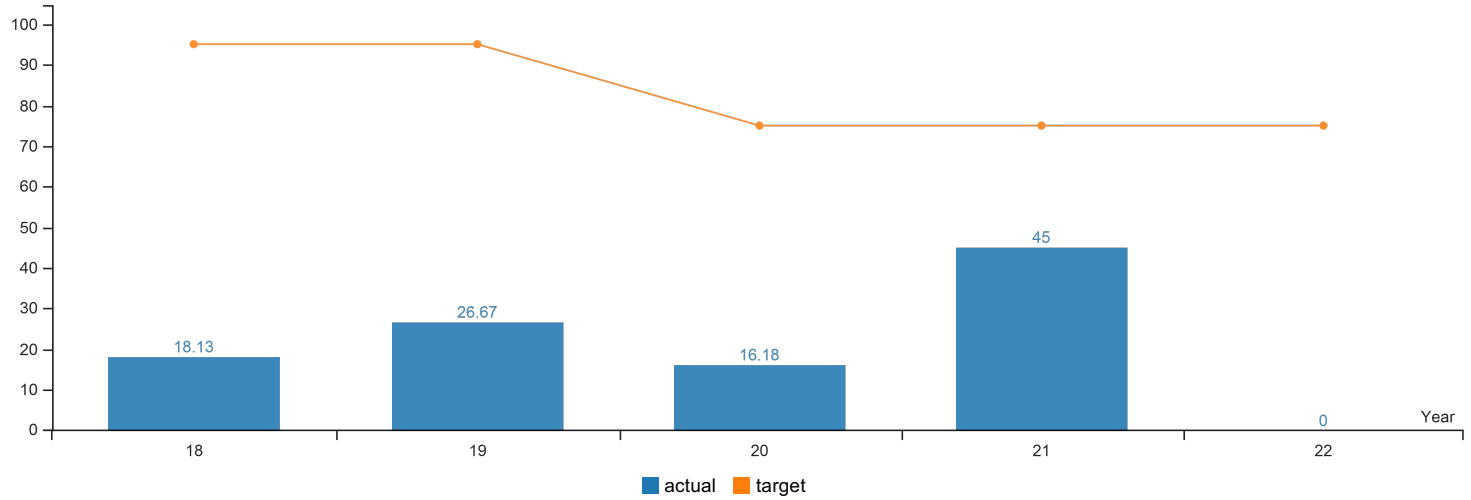
This KPM is calculated as the percent of Oregon sub-basins with at least 50% of their land area contained with the boundary of the State of Oregon that receive at least one OWEB grant within a biennium. Sub-basin is a terminology used by the U.S. Geological Survey as part of its categorization of hydrologic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

sub-basins within Oregon that have at least 50% of their land area contained with the State of Oregon boundary.

In FY2022, there were a total of 513 grants analyzed, with 487 grants included in the analysis (26 grants were located within watersheds with 50% or greater area outside the state of Oregon and therefore not included in the final result).

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

** Upward Trend = positive result*



Report Year	2018	2019	2020	2021	2022
Percent of open solicitation grants awarded within 1 month					
Actual	18.13%	26.67%	16.18%	45%	0%
Target	95%	95%	75%	75%	75%

How Are We Doing

This KPM was established in 2017 with the goal to track the timeline for executing OWEB's grant agreements. At that time a fully signed grant agreement was required prior to payment. Recent changes make the grant agreement effective as of its award date, allowing the grantee to incur costs starting with that date, and expenses can be reimbursed once a fully executed grant agreement is in place. Over the years since it was established, the results for the KPM have typically been below 30% (in FY 2017, 2018, 2019 and 2020).

Although the result was 45% in FY 2021, that was an unusual year with only one grant cycle due to the COVID-19 funding pause. During the current FY 2022 reporting cycle the pause was lifted on OWEB's grant-making, but the agency was not yet fully staffed, with several vacancies remaining due to the COVID-19 budget shortfall and staff with additional responsibilities.

The KPM value for FY 2022 indicates that no grant agreements were executed within one month of award. The agency recognizes this KPM does not achieve the target, but tracking this information provides several benefits. This KPM helped the agency to understand the impact of the 2020-2021 COVID-related staffing shortages on the ability to do the agency's core work. It underscores the importance of the agency having adequate resources to complete its grantmaking in a timely manner. This KPM also helps identify opportunities for process improvements, both at OWEB and beyond.

Factors Affecting Results

During FY 2022 (July 1, 2021 to June 30, 2022) OWEB was rebuilding staffing that had been impacted by the COVID-19 public health emergency and bringing on new staff to administer new legislative allocations for grant programs. Some of the greatest impacts to OWEB staffing were in support and administrative staff who would have traditionally started the grant agreement process. OWEB also re-started several grant programs that had been on pause during the COVID-19 public health emergency, creating a pulse of workload for the small number of staff generating, reviewing

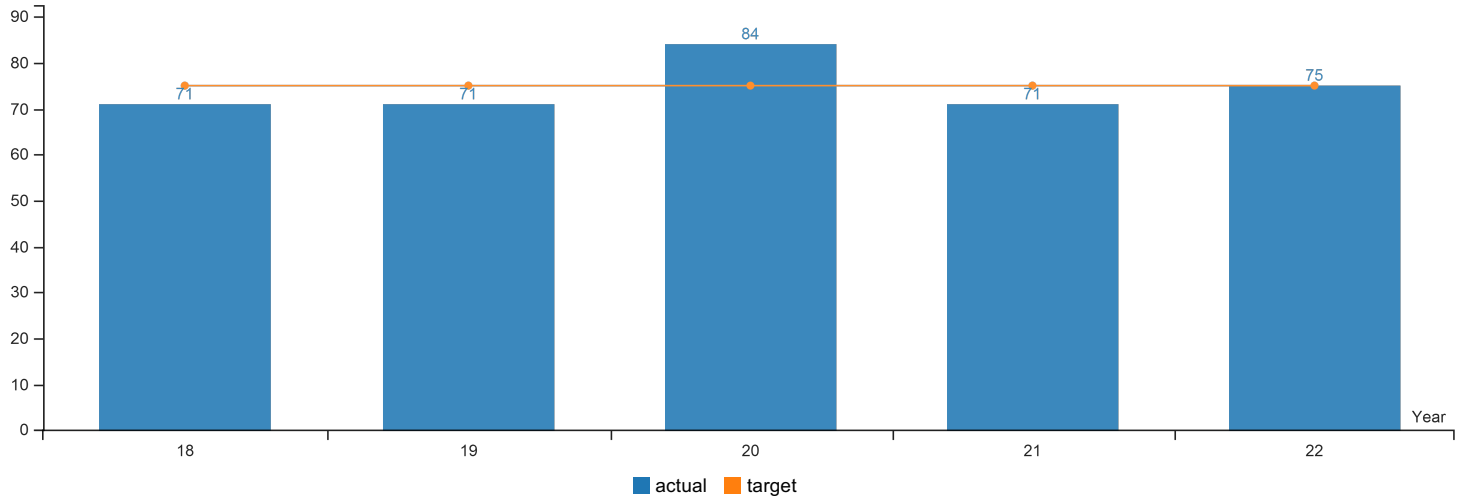
and signing grant agreements. OWEB moved additional grantmaking processes online which allowed the agency to function in the virtual environment and eventually realize efficiency gains, but caused short-term delays as staff developed and adapted to the new processes.

In addition to the impacts from the COVID-19 budget crisis described above, this KPM has long been challenging for OWEB to meet because outside parties influence the ability to meet the one-month time frame. Several factors outside of OWEB can delay execution beyond the target: 1) the requirement under OWEB's administrative rules for grantees to resolve outstanding final reports for other, open grants prior to being issued a new grant agreement; 2) time needed for DOJ to review agreements for awards greater than $150,000 unless these utilize standard grant agreement conditions; and 3) time required for the OWEB-executed grant agreement to be signed by the grantee and returned to OWEB. Additionally, the timeframe of 31 days since award time also includes weekends and holidays, which may result in an inaccurate representation and variability from month to month.

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

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

** Upward Trend = positive result*



Report Year	2018	2019	2020	2021	2022
Percentage of native fish species that are increasing or stable					
Actual	71%	71%	84%	71%	75%
Target	75%	75%	75%	75%	75%

How Are We Doing

The goal of this KPM is to evaluate progress towards a desired outcome of OWEB's grant funding, which is healthy native fish populations. The Oregon Department of Fish and Wildlife (ODFW) provides OWEB the data for this KPM.

ODFW fish biologists determined that the percentage of monitored native fish species exhibiting increasing or stable levels of abundance has remained relatively stable over the past ten years (Average since 2015 is 74%; results have ranged from 65% to 84%). The improved rate for FY 2022 is due to increased monitoring for three species with stable to increasing abundance (Borax Lake Chub, Alvord Chub, Foskett Dace).

Of the 20 native fish monitored in the current FY 2022 reporting period, 15 were considered to have stable or increasing abundances: chum salmon, coho salmon, Chinook salmon, winter steelhead, coastal cutthroat trout, bull trout, eulachon, white sturgeon, Miller Lake lamprey, Warner sucker, sockeye salmon, Oregon chub, Borax Lake chub, Alvord chub, and Foskett dace. For some species, such as salmon, steelhead, and native trout, the species designation can include several Species Management Units (SMUs).

Factors Affecting Results

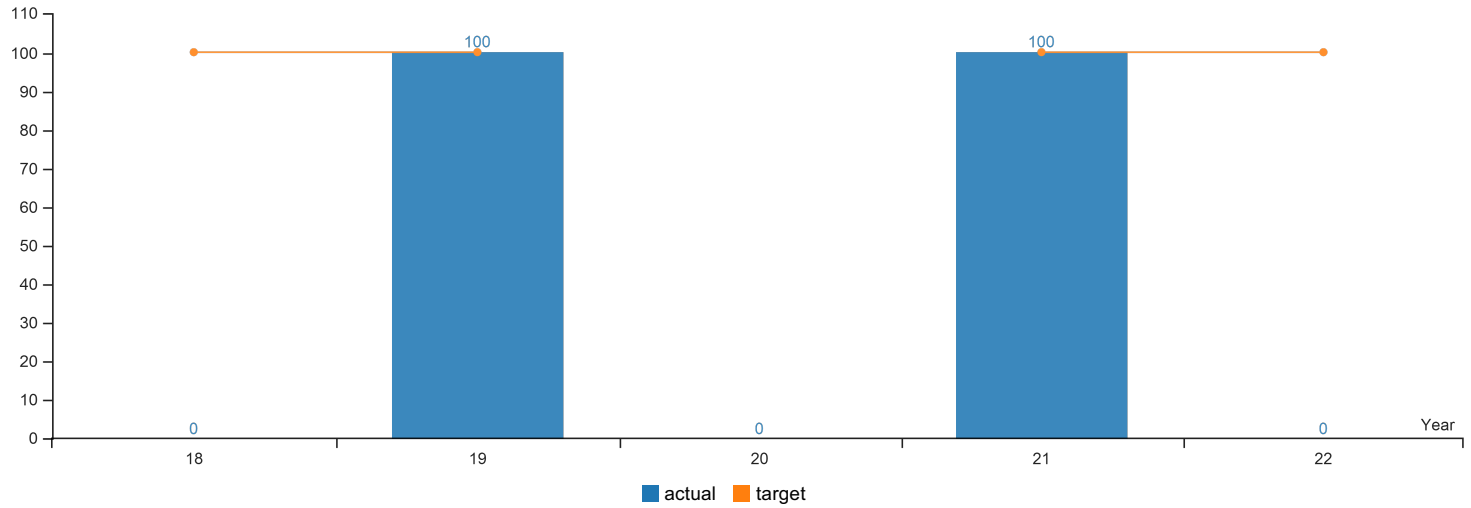
Abundances of salmon and steelhead populations are cyclical, and many of Oregon's salmon and steelhead populations have experienced low adult returns over the past several years in response to poor ocean conditions and successive years of drought. These lower abundances generally continued through the current reporting period, likely as a response to poor conditions for ocean survival. Abundances have incrementally improved in some species management units (e.g., Oregon Coast & Lower Columbia Coho; Coastal Chinook), but returns to populations of some species reached record lows in 2021 (e.g., summer steelhead). Improved ocean conditions in recent years are likely to favor increasing abundance of anadromous species in future reporting periods.

The KPM methodology includes fish species that are targeted for monitoring during a given reporting year, regardless of the baseline information available for quantifying their abundance. Therefore, the KPM results will reflect a lower percentage value during reporting years when monitoring a new species, or when monitoring a species without sufficient baseline abundance data. Monitoring in the current FY 2022 report includes data from two species (Lahontan cutthroat trout and Pacific lamprey) that lack these datasets.

OWEB's ability to report on this measure is dependent upon ODFW. OWEB will continue to work with ODFW to refine the capability to report on this measure through assessment and monitoring efforts. A conservation plan for several anadromous species in the Rogue and South Coast basins was approved in 2021 and includes increased monitoring in that planning area. Sufficient funding for sustained monitoring is necessary to sustain reporting on this KPM.

KPM #6	WATERSHED COUNCIL GOVERNANCE - Percent of OWEB funded watershed councils that demonstrate effective organizational governance and management using OWEB merit criteria.
	Data Collection Period: Jul 01 - Jun 30

** Upward Trend = positive result*



Report Year	2018	2019	2020	2021	2022
Percent of watershed councils that meet merit criteria					
Actual		100%		100%	
Target	100%	100%		100%	100%

How Are We Doing

Because this KPM is measured on a biennial basis, the results for the 2021-2023 biennium were reported in the Fall of 2021. No data are reported for FY 2022.

Fifty-eight Watershed Council Capacity grant applications were received by the March 2021 application deadline. The applications were evaluated based on four merit criteria: 1) effective governance and management, 2) progress in planning, 3) progress in on-the-ground watershed restoration, and 4) progress in community engagement for watershed restoration purposes. All criteria are equally weighted in the review process. OWEB staff considered the following information in the review: 1) information in the council's two-year work plans; 2) answers to the Council Capacity grant application questions; 3) OWEB staff's knowledge of council performance; 4) any supplemental information provided by the council in response to OWEB's request; and 5) if requested by OWEB, interviews with council officers and staff. OWEB considers a watershed council to have met its work plan objectives if they meet all four merit criteria.

For the 2021-2023 Council Capacity grant cycle, all 56 of the watershed councils recommended for funding met all four of the merit criteria and received full funding; two councils demonstrated inadequate performance and were not funded. Specific to this KPM, 56 out of 56 organizations receiving funding met both the effective governance and management criteria.

Factors Affecting Results

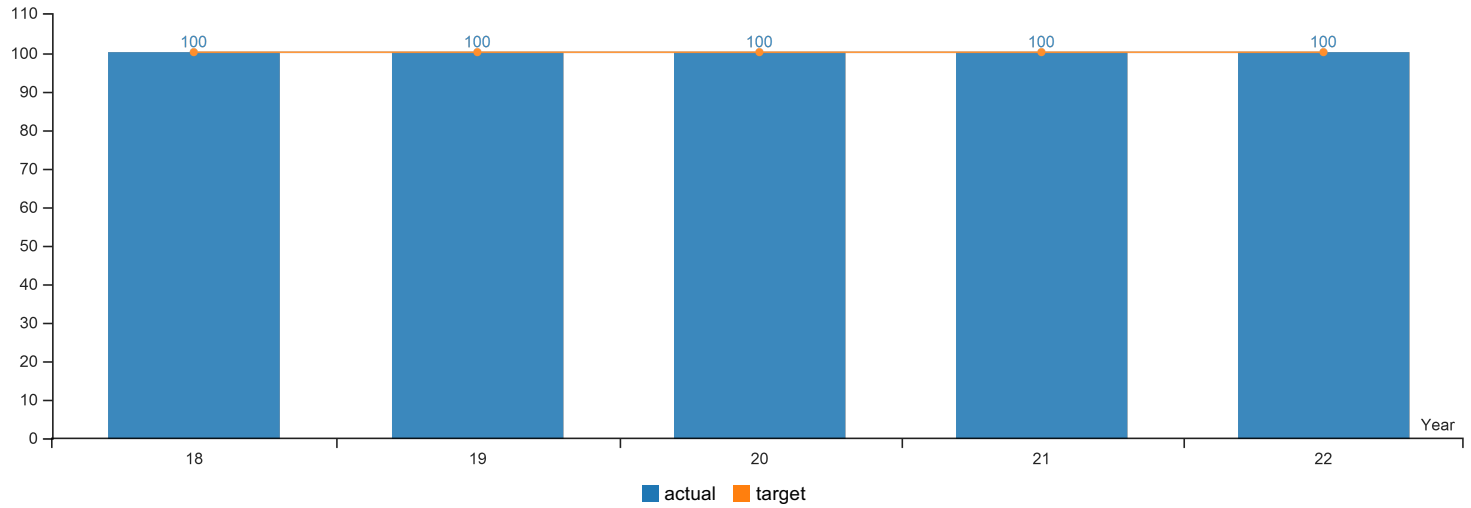
The purpose of OWEB's grants to watershed councils is to support effective watershed council staff and operations in carrying out activities and projects to protect or restore native fish or wildlife habitats and improve water quality. These groups also undertake resource assessment, planning, design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

Currently watershed councils are evaluated for merit every two years at the start of each biennium. The watershed council capacity (Council Capacity) grant process supports OWEB's goal of resilient, sustainable local organizations, is performance and outcome based, and contains high standards for eligibility, reporting, and accountability. In July of 2014, the OWEB Board adopted new rules and guidance for Council Capacity grants. The new funding criteria contain higher standards for eligibility and merit than in the past.

The 2021-23 Council Capacity grant cycle is the fourth time watershed councils have been evaluated using the new merit criteria and ranked for funding using three funding levels (fully fund, fund at a reduced level, and do not fund). In the three biennia that have occurred since OWEB implemented this approach, the percentage of councils that meet both the effective governance and management criteria continues to increase, from 81% in 2015-2017, 92% in 2017-2019, to 100% in 2019-2021 and 2021-23.

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

** Upward Trend = positive result*



Report Year	2018	2019	2020	2021	2022
Percentage of grant payments paid within 30 days (24 days starting in FY 2012)					
Actual	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%

How Are We Doing

OWEB fulfills its mission by administering grant programs. OWEB processes grant payments to local grantees that support on-the-ground projects, planning, design, and monitoring.

This KPM looks at OWEB's timeliness in issuing grant payments. In addition to being required by law, grant timeliness is important to OWEB's grantees because they are often small, local organizations with limited cash on hand.

During the current FY 2022 reporting cycle, OWEB again met the 100% target of complete grant payment requests paid within 24 days. OWEB met its target during each of the last 16 fiscal years.

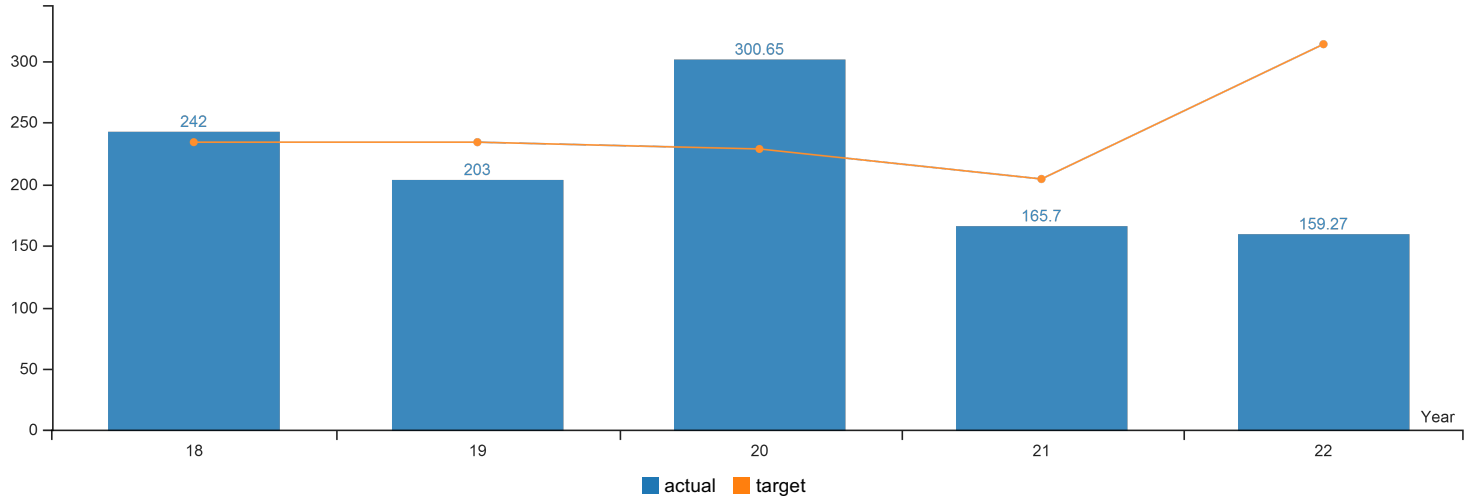
Factors Affecting Results

OWEB is statutorily required to make payments within a 45-day period and continues to meet and well exceed this statutory requirement as noted in the KPM results. The review of payments, prioritization of fiscal staff workload on timely payments, and strategic investments in new techniques and technology to improve efficiency enables OWEB to meet this target.

OWEB provides regular training and technical assistance to grantees to help ensure that grant payment requests are completed correctly and include all required supporting documentation. This investment of resources by OWEB staff improves the efficiency and timeliness of payment processing because requests are submitted correctly. There is an ongoing need for this assistance due to staffing changes at local organizations. OWEB's 2023-2025 agency request budget will include requests for additional resources to help grantees use OWEB's online granting systems and provide training on how to meet OWEB's requirements.

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

** Upward Trend = positive result*



Report Year	2018	2019	2020	2021	2022
Riparian Plant Communities					
Actual	242	203	300.65	165.70	159.27
Target	233.70	233.70	228.20	203.90	313

How Are We Doing

Investment in streamside habitats is a priority for OWEB because these habitats provide benefits to Oregon's native fish and wildlife, as well as water quality. OWEB is below the target in this reporting year.

This KPM was approved by the Legislature in 2017 to more accurately measure OWEB accomplishments by using OWEB-funded projects only. The proposed target for this measure was a rolling average of miles of riparian area treated by OWEB funded grants over the previous 10 years, as reported to the Oregon Watershed Restoration Inventory (OWRI). Currently, the target for this measure is set as the 10-year average from OWEB-funded riparian projects from 2009-2018.

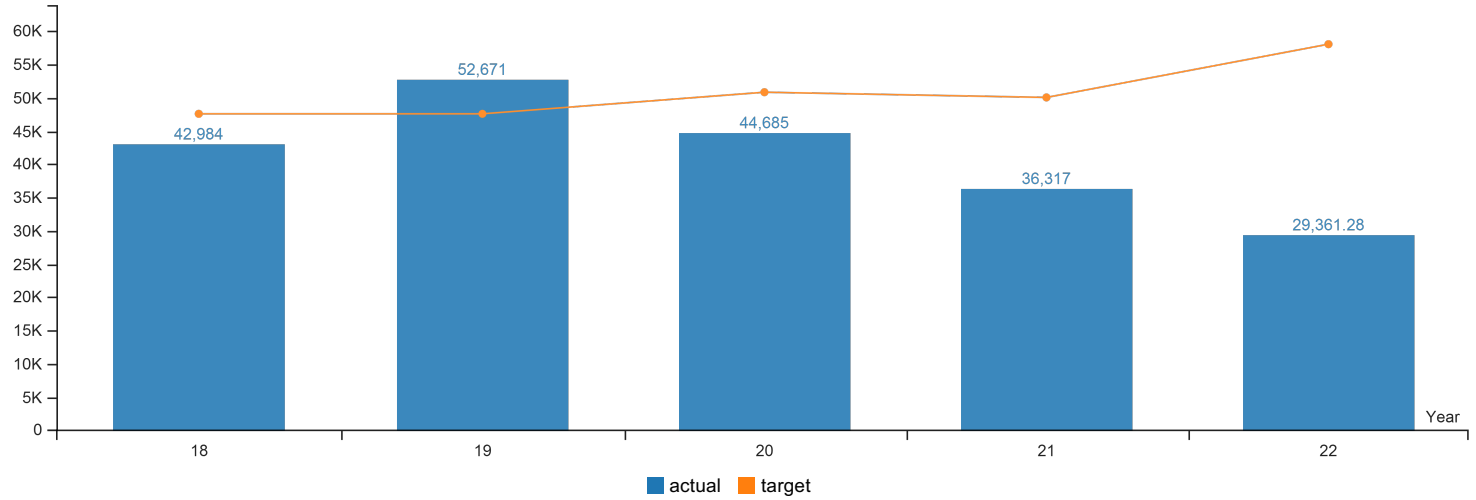
Factors Affecting Results

Mileage of restored streamside areas varies from year to year depending on the number and size of individual streamside projects. From 2009-2018 and at the time the data were pulled to generate this 10-year average, the total streamside miles restored ranged from approximately 143 miles in 2009 to 567 miles in 2014. There is some lag time for reporting that results in data availability being delayed by one year. For this reason, previous years' data may be revised upward as projects are completed and reported to OWRI.

It is also possible that the 2022 number will remain low even after 2022 projects are fully entered into OWRI. This is because OWEB paused some of its grantmaking in 2020 and 2021 due to the COVID-19 public health emergency and the associated impacts to lottery dollars. The financial impacts of the COVID-19 public health emergency caused OWEB to temporarily reduce staffing by about one-third and reduced grant funding availability.

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

** Upward Trend = positive result*



Report Year	2018	2019	2020	2021	2022
Upland Habitat Restored					
Actual	42,984	52,671	44,685	36,317	29,361.28
Target	47,560	47,560	50,800	50,015	58,003

How Are We Doing

This KPM recognizes the significant contributions of OWEB funded projects to upland restoration throughout Oregon. Examples of upland restoration projects include western juniper control, invasive weed control, and replanting of upland areas with plant species that prevent and control soil loss and runoff. These projects support healthy watersheds and improve habitat for species such as western sage grouse.

The measure indicates progress towards improving upland habitat conditions for the benefit of native species and water quality. The results for the current FY 2022 reporting period are below the desired target.

This KPM was approved by the Legislature in 2017 to more accurately measure OWEB accomplishments by using OWEB-funded projects only. The proposed target for this measure was a rolling average of upland acres restored by OWEB funded grants over the previous 10 years, as reported to the Oregon Watershed Restoration Inventory (OWRI). Currently, the target for this measure is set as the 10-year average of OWEB-funded upland projects from 2009-2018.

Factors Affecting Results

There is a high degree of variability in the number of upland habitat acres restored from year to year. From 2009-18 and at the time the data were pulled to generate this 10-year average, the total number of upland acres restored or enhanced each year in Oregon ranged from the current value (29,361 acres) to a maximum of 64,342 acres in 2018.

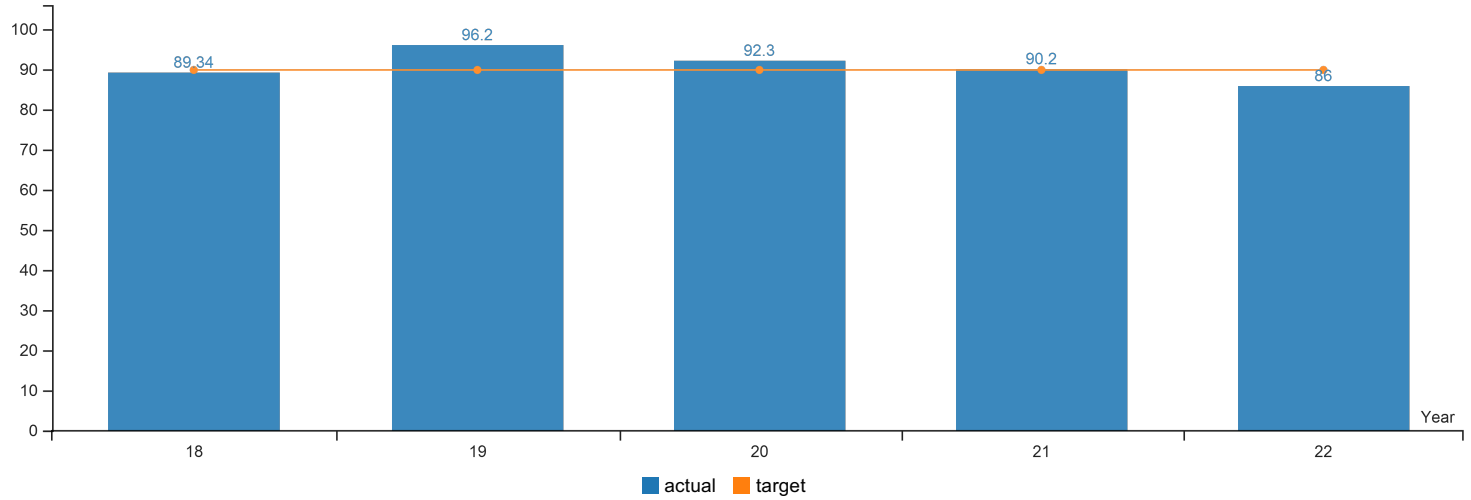
There is some lag time for reporting that results in data availability being delayed by one year. For this reason, previous years' data may be revised upward as projects are completed and reported to

OWRI.

It is also possible that the 2022 number will remain low even after 2022 projects are fully entered into OWRI. This is because OWEB paused some of its grantmaking in 2020 and 2021 due to the COVID-19 public health emergency and the associated impacts to lottery dollars. The financial impacts of the COVID-19 public health emergency caused OWEB to temporarily reduce staffing by about one-third and reduced grant funding availability. OWEB is in the process of restoring staffing and re-launching the programs that had to be paused.

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

** Upward Trend = positive result*



Report Year	2018	2019	2020	2021	2022
Investments to address T&E species, species of concern; or concerns identified on 303(d) listed streams					
Actual	89.34%	96.20%	92.30%	90.20%	86%
Target	90%	90%	90%	90%	90%

How Are We Doing

This KPM tracks OWEB projects that address habitat for threatened, endangered, or species of concern, as well as water-quality concerns identified on 303(d) listed streams over time. The 303(d) list is developed and updated by the Oregon Department of Environmental Quality to track and address streams that do not meet state water quality standards.

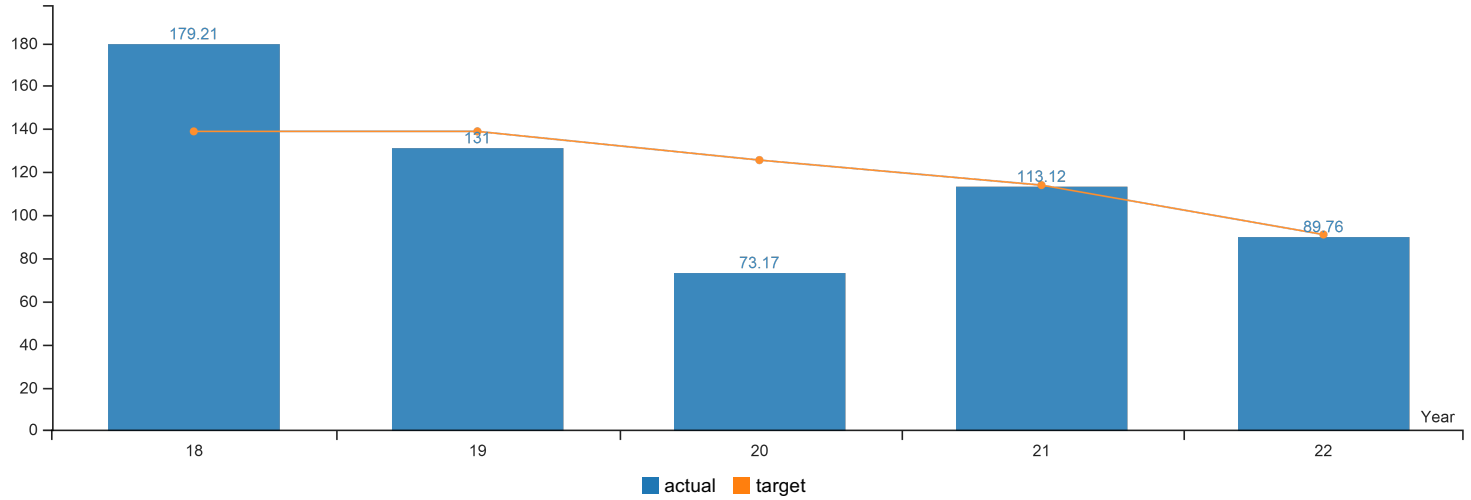
For the first four years since data were available on this KPM, results surpassed the target level. This is the fifth year of reporting, and the first time the KPM has been below target.

Factors Affecting Results

This KPM is tracked through applicant responses for restoration, technical assistance, and acquisition grants. Only approved and funded grants, identified by their grant agreement execution date, were included in the analysis. OWEB continues to track progress on this KPM to help better understand the factors affecting results.

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

** Upward Trend = positive result*



Report Year	2018	2019	2020	2021	2022
SALMON HABITAT QUANTITY					
Actual	179.21	131	73.17	113.12	89.76
Target	138.80	138.80	125.50	113.90	91

How Are We Doing

This KPM measures progress toward removing barriers to fish passage through OWEB funded projects in rivers and streams throughout Oregon.

Factors Affecting Results

This KPM was approved by the Legislature in 2017 to more accurately measure OWEB accomplishments by focusing on reporting OWEB-funded projects. The proposed target for this measure was a rolling average of miles opened/improved by OWEB funded grants over the previous 10 years, as reported to the Oregon Watershed Restoration Inventory (OWRI). Currently, the target for this measure is set as the 10-year average of results from Fish Passage Crossing Miles from 2009-2018.

There is substantial variability from year to year in this metric. Between 2009 and 2018 and at the time the data were pulled to generate this 10-year average, the year with the lowest number of stream miles made available was 2017 (36 miles). The years with the highest number of stream miles made available were 2010 (180 miles) and 2011 (181 miles), reflecting several large projects completed and reported during this timeframe.

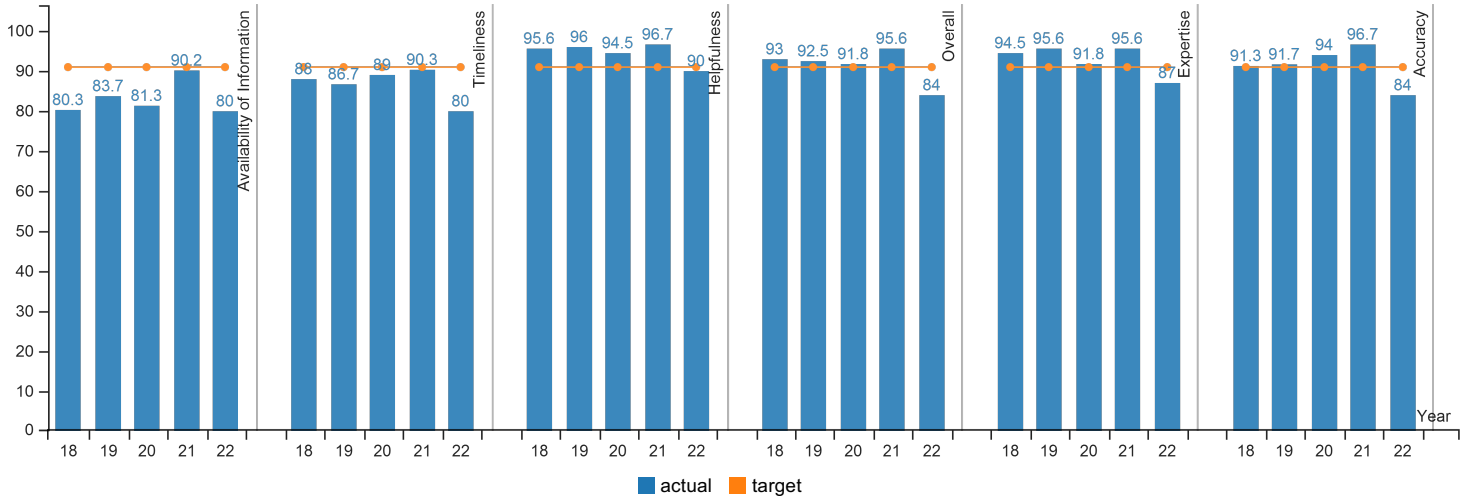
The yearly numbers of salmon habitat opened or improved have generally been decreasing since 2010. This trend likely is due to the fact that restoration efforts early in the history of the Oregon Plan for Salmon and Watersheds may have focused on fish-passage projects that were less complicated and simpler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

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

OWRI.

It is also possible that the 2022 number will remain low even after 2022 projects are fully entered into OWRI. This is because OWEB paused some of its grantmaking in 2020 and 2021 due to the COVID-19 public health emergency and the associated impacts to lottery dollars. The financial impacts of the COVID-19 public health emergency caused OWEB to temporarily reduce staffing by about one-third and reduced grant funding availability. OWEB is in the process of restoring staffing and re-launching the programs that had to be paused.

KPM #12	CUSTOMER SERVICE - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise, and availability of information.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2018	2019	2020	2021	2022
Availability of Information					
Actual	80.30%	83.70%	81.30%	90.20%	80%
Target	91%	91%	91%	91%	91%
Timeliness					
Actual	88%	86.70%	89%	90.30%	80%
Target	91%	91%	91%	91%	91%
Helpfulness					
Actual	95.60%	96%	94.50%	96.70%	90%
Target	91%	91%	91%	91%	91%
Overall					
Actual	93%	92.50%	91.80%	95.60%	84%
Target	91%	91%	91%	91%	91%
Expertise					
Actual	94.50%	95.60%	91.80%	95.60%	87%
Target	91%	91%	91%	91%	91%
Accuracy					
Actual	91.30%	91.70%	94%	96.70%	84%
Target	91%	91%	91%	91%	91%

How Are We Doing

OWEB strives for excellent customer service in all areas for its applicants and grantees. FY 2022 customer service survey results are lower than those for FY 2021.

Many narrative comments in the customer service survey underscored an understanding of the workload challenges faced by OWEB staff as some grant-making responsibilities increased ahead of staffing increases at the agency. OWEB has now largely rebuilt staffing that had been reduced as a result of the COVID-19 public health emergency, but is continuing to develop and launch new legislatively allocated grant programs and re-start existing grant programs that had been paused in 2020 and 2021. This additional workload and scope of responsibility has caused OWEB to pursue a new organization structure in its 23-25 agency request budget. OWEB believes a new organization structure will help the agency provide better customer service and make grantmaking information available and accessible to current and prospective grantees.

Factors Affecting Results

The OWEB customer service survey was sent via email to 716 email addresses of potential applicants and grantees, receiving 128 responses. Since 2017, OWEB has used a targeted methodology to circulate the customer service survey via email to contact information provided to the agency's online grant application system. This approach increased response rates when compared with pre-2017 surveys. OWEB receives many positive narrative comments from customers about the quality of its staff and the online grant application and management systems, among other topics. The agency continues to solicit feedback from users and identify necessary improvements to meet their needs, taking into consideration challenges presented by the pandemic.

OWEB continues to strive for continuous improvement to maintain our high customer service ratings and build relationships with new potential customers and partners. In FY 2020 and 21, the agency quickly pivoted to provide virtual application assistance and consultation, virtual application review, and virtual board meetings during the COVID-19 public health emergency to facilitate timely grant awards and maintain relationships with customers and partners. In 2022, agency leadership and staff have been conducting outreach to new prospective partners, implementing recommendations to make grantmaking more equitable and inclusive, and meeting in person with partners and customers as much as practicable.