PugetSoundPartnership

our sound, our community, our chance

Performance Management Overview and Update

Leadership Council

May 27-28, 2009

Today

- Discuss Partnership Performance Management Framework
- Walk though examples of system we are building
- Identify key decisions and schedule for November 1

Action Agenda Definition of a Robust Performance Management System

- Measures and benchmarks for assessing progress in the ecosystem
- A logic framework that links actions and investments to goals and outcomes
- An action accountability system
- An adaptive management system
- An information management system

A Performance Management Framework - by November 1, 2009 -

- Report on status of ecosystem indicators
- Identify progress benchmarks related to ecosystem status and the results of actions & programs
- Present a logic framework that links actions to funding, intermediate outcomes, and ecosystem goals and outcomes
- Describe management cycle and processes for adapting management actions based on assessment of ecosystem status and the performance of actions
- Recommendations to enhance, continue, stop, or modify actions to better align funding and resources with the Action Agenda

A performance framework can help meet the needs of PSP

- Frame selection of indicators and the focus of ecosystem monitoring
- Meet requirements of EPA, JLARC, others to describe links among actions, threats, goals
- Describe relative priorities of threats to the ecosystem
- Focus scientific investigations to key uncertainties

A performance framework can help meet the needs of PSP

- Identify progress "benchmarks"
  - To define "healthy" ecosystem condition
    - E.g., x of y Chinook salmon populations at low risk of extinction
  - To define desired intermediate outcomes
    - E.g., Restore XX acres of riparian habitat by 2015
    - E.g., Clean-up xx acres of contaminated sites by 2013
- Identify better action performance measures
  - E.g., Action X restores XX acres of riparian habitat per biennium

PSP Applies Best Practices to Develop Performance Framework

- *Open Standards for the Practice of Conservation*
  - Systematic method, common language for conservation performance
    - Identify what we are working to conserve
    - Prioritize threats
    - Prioritize strategies and actions
  - Clear, specific measurable outcomes

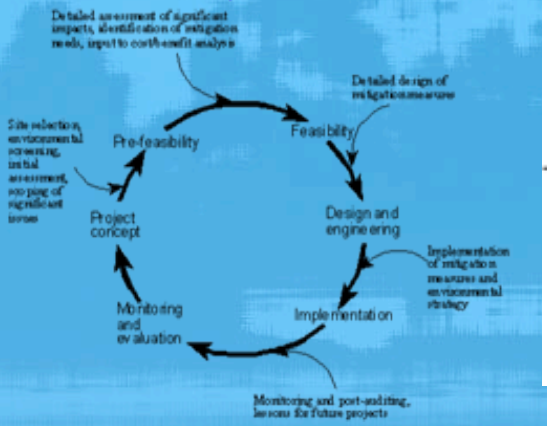
- Foundations of Success
  - NGO that works with conservation community to define clear and practical measures of conservation success
  - A member of the Conservation Measures Partnership

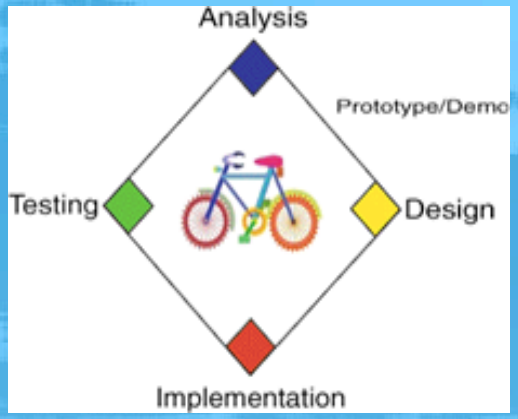
Conservation Measures Partnership (CMP)

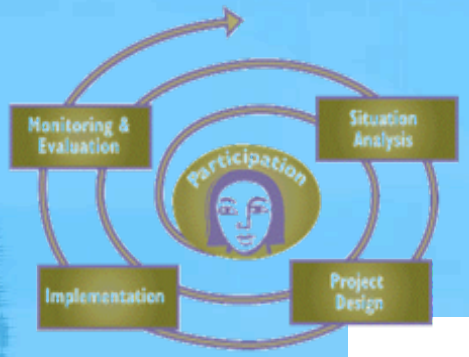
Members:

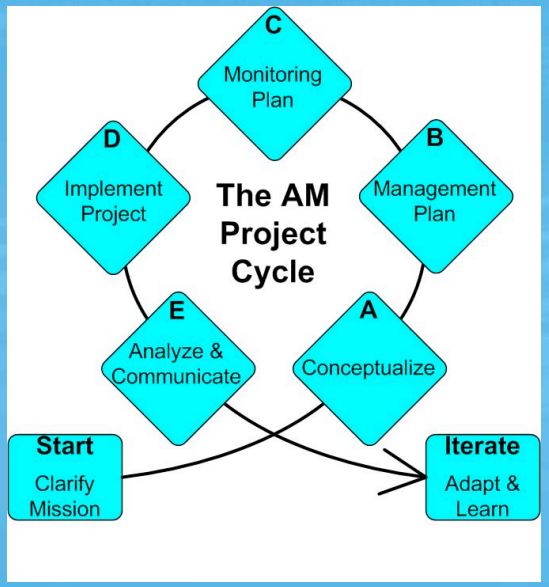
Funding Support:

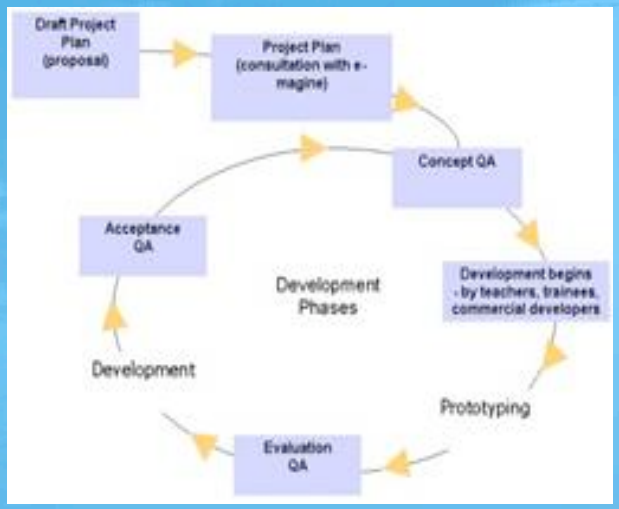
Many Versions of **Plan-Do-Assess-Adapt** in Practice



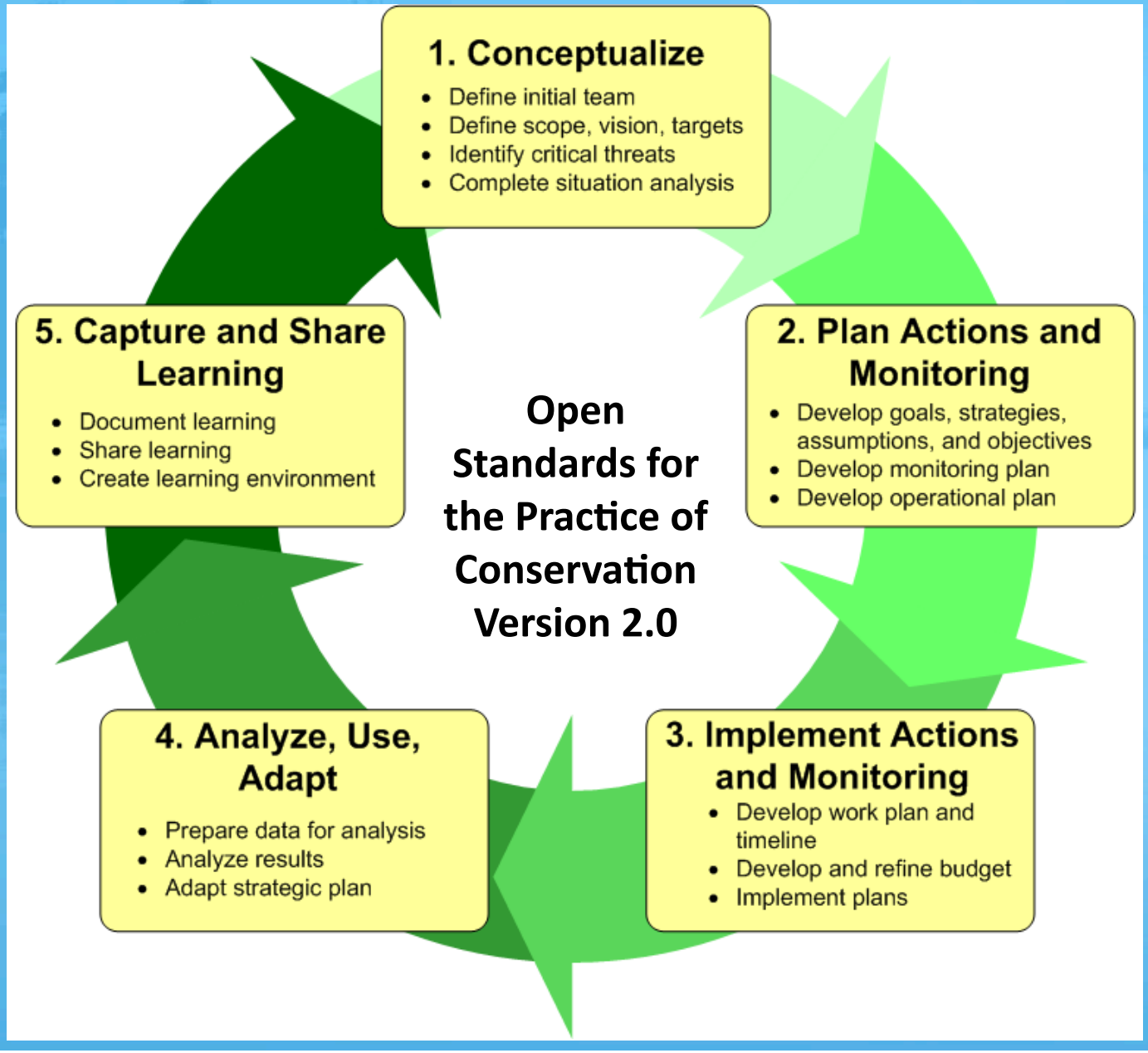






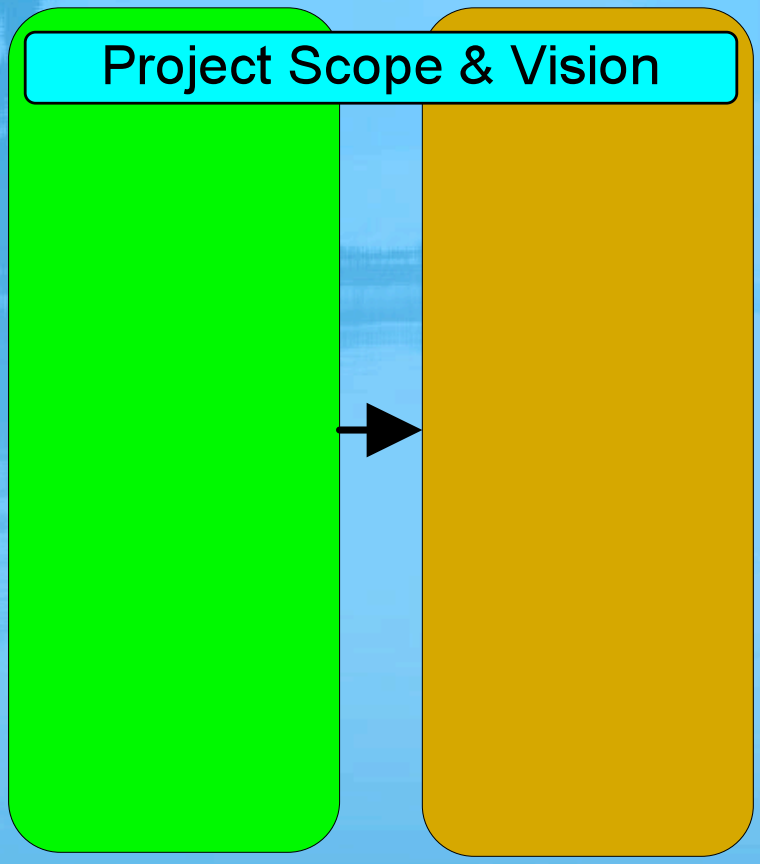


CMP's "Open Standards"



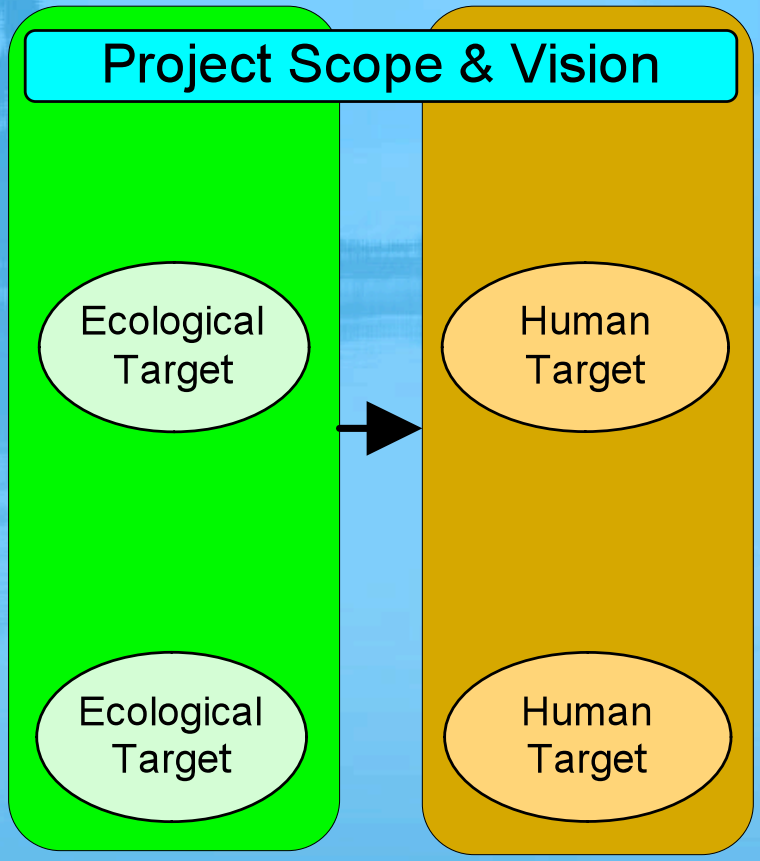
Step 1

Define Project Scope & Vision



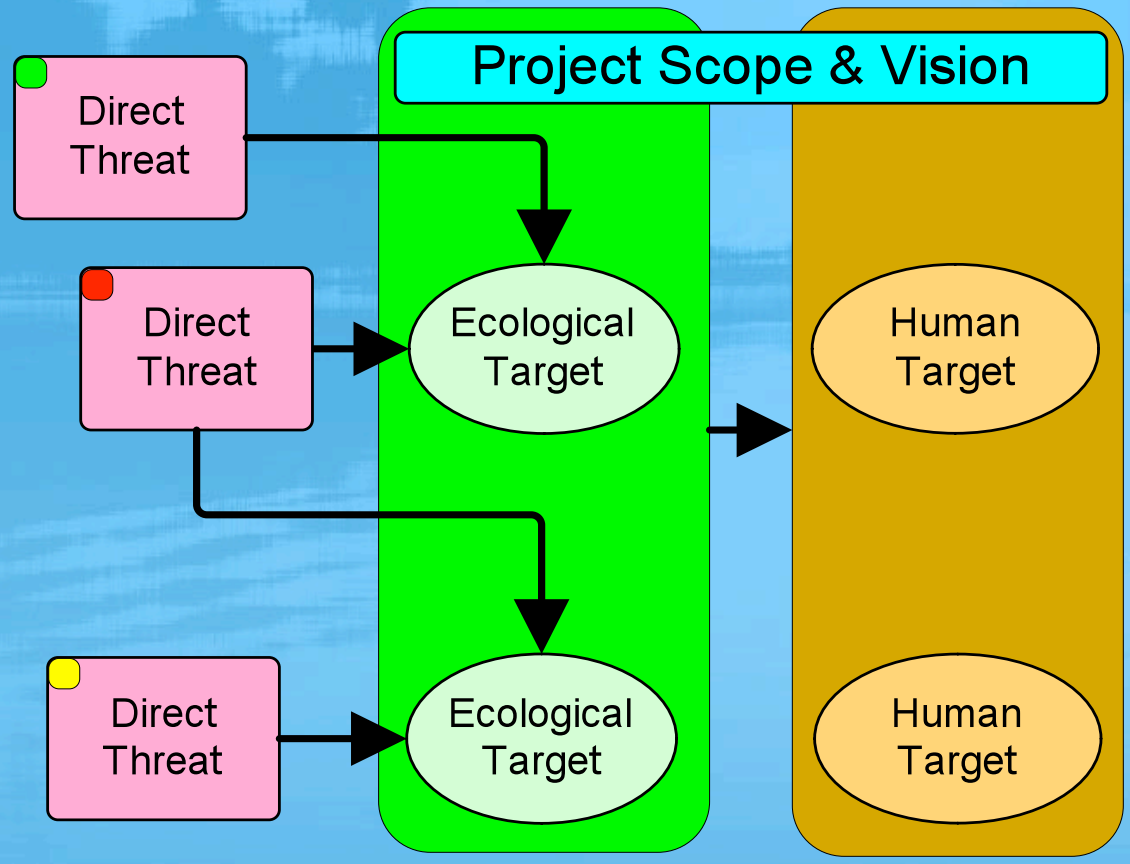
Step 1

Define Targets – Elements of the System We Care About



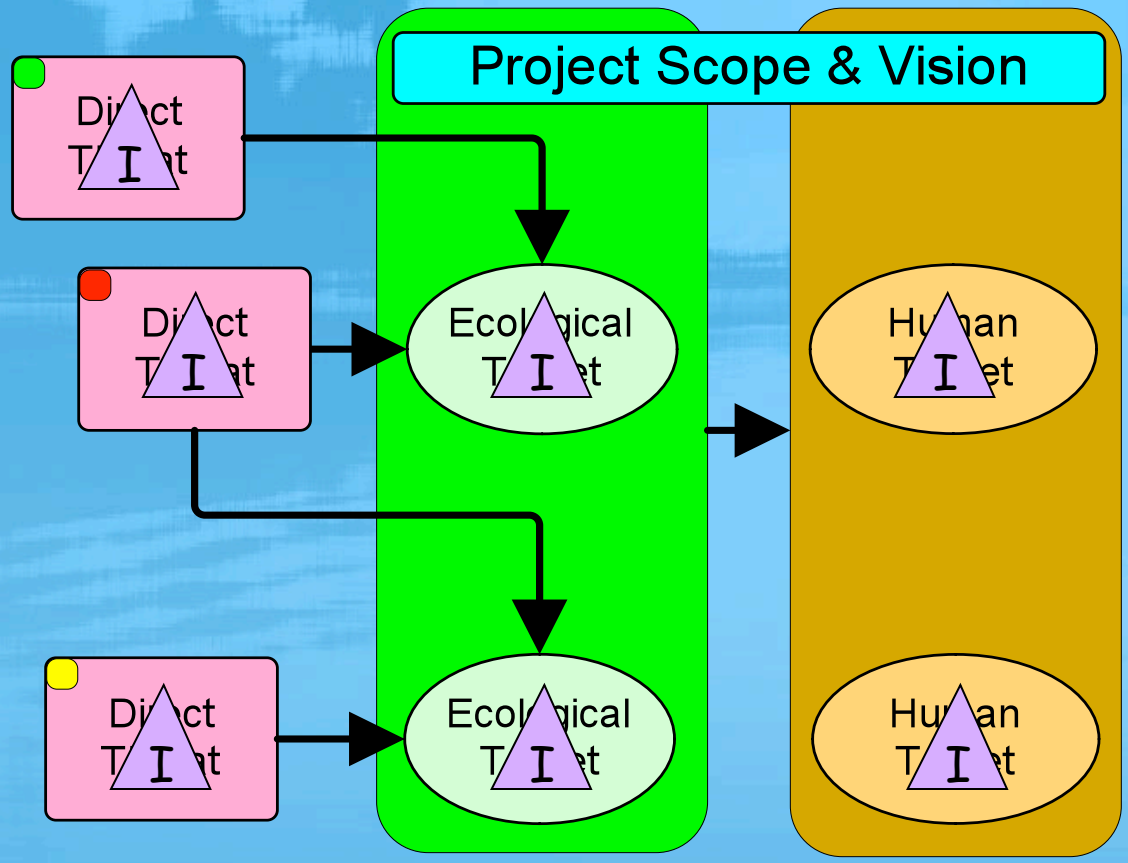
Step 1

Identify and Prioritize Critical Threats



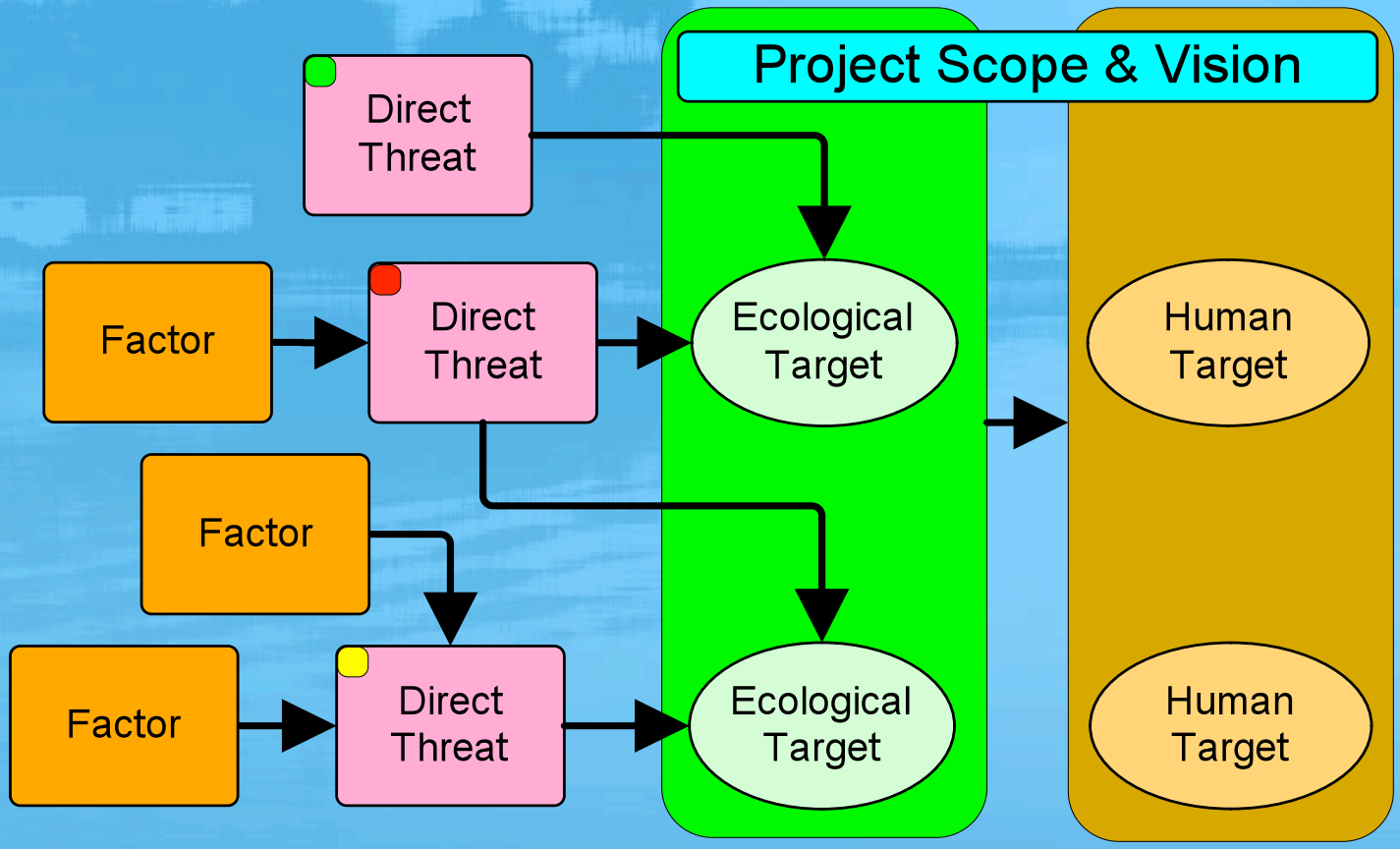
Step 1

Targets & Threats Used to Define "Status Indicators" of the System



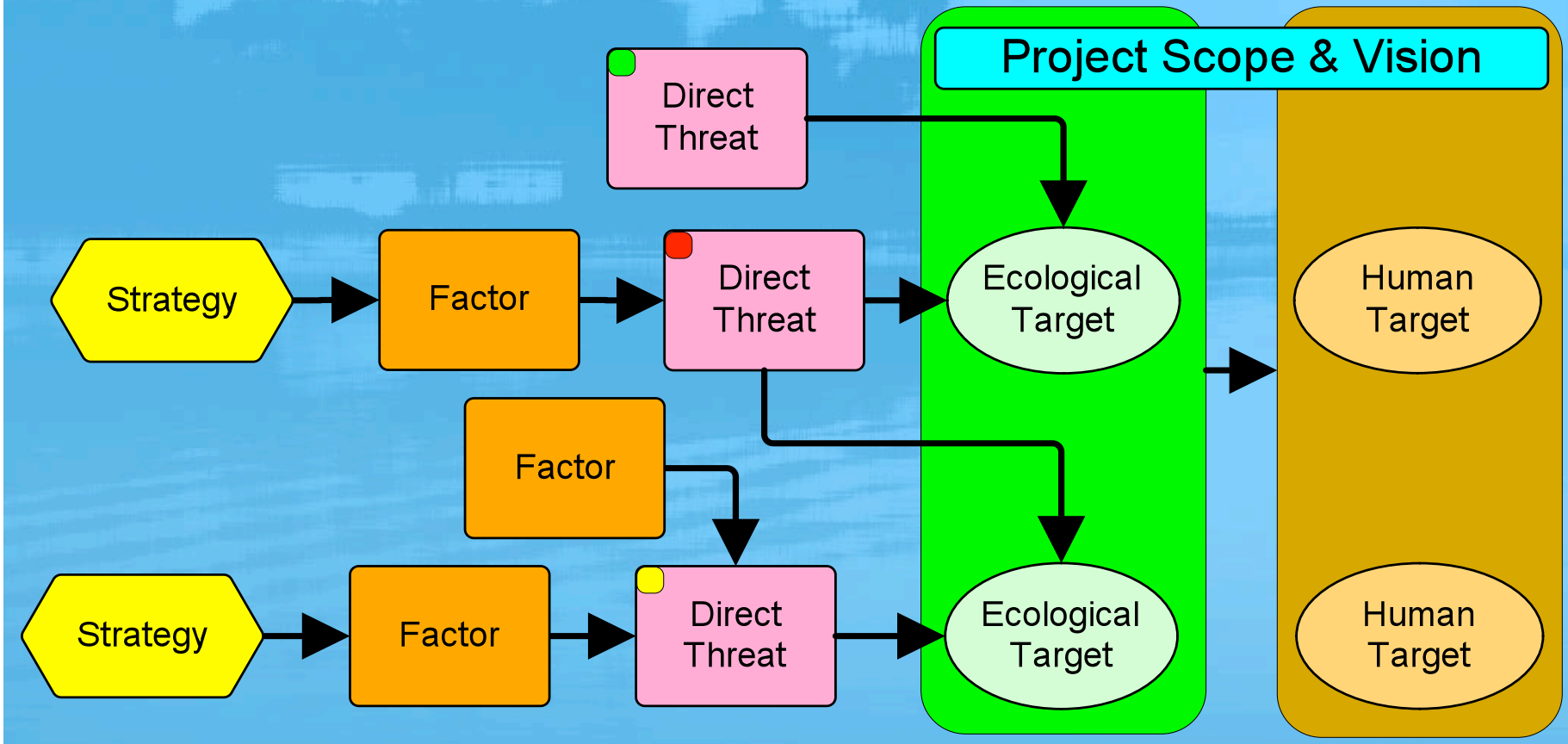
Step 1

Identify Factors/Drivers in "Initial Conceptual Model"



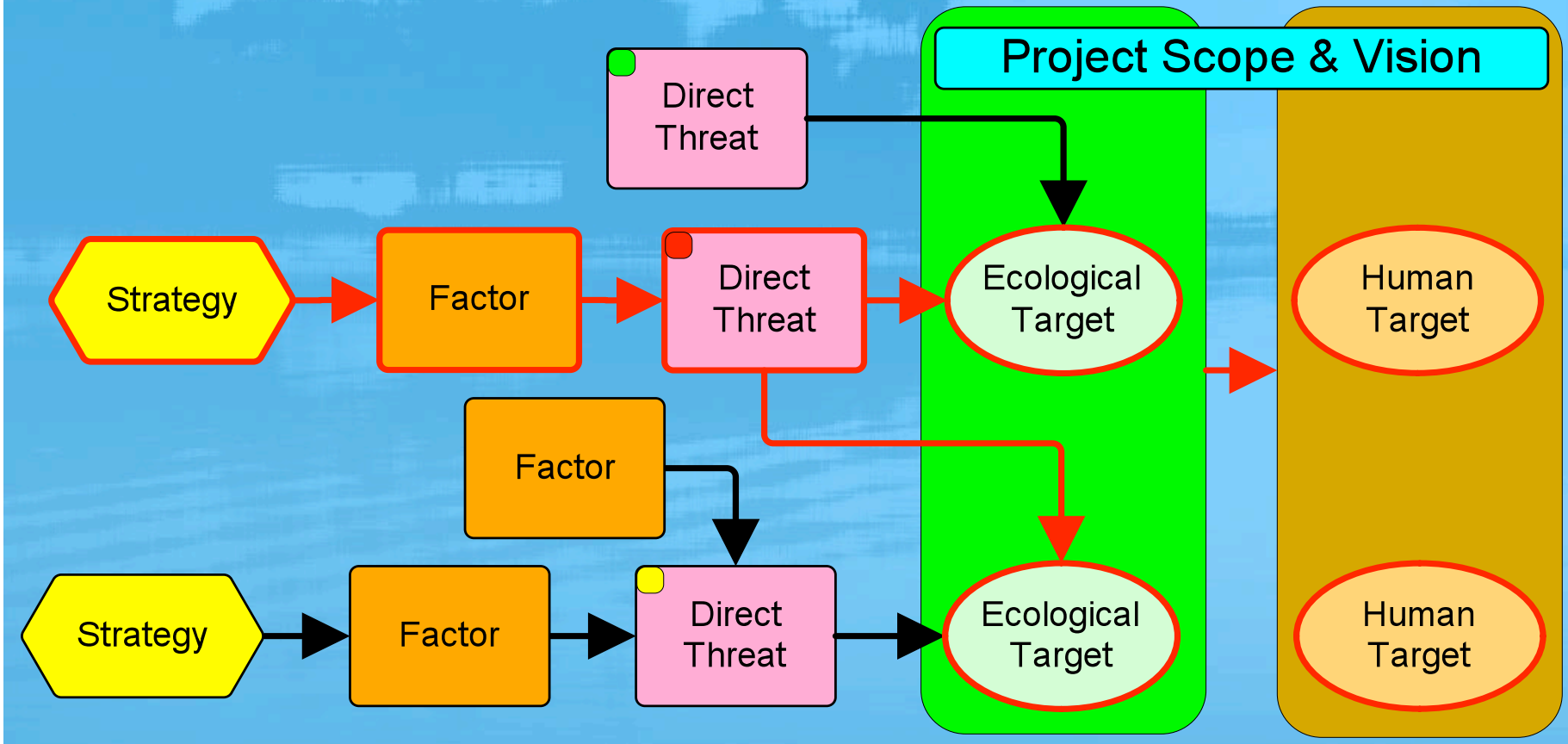
Step 2

Identify Strategies to Change Situation



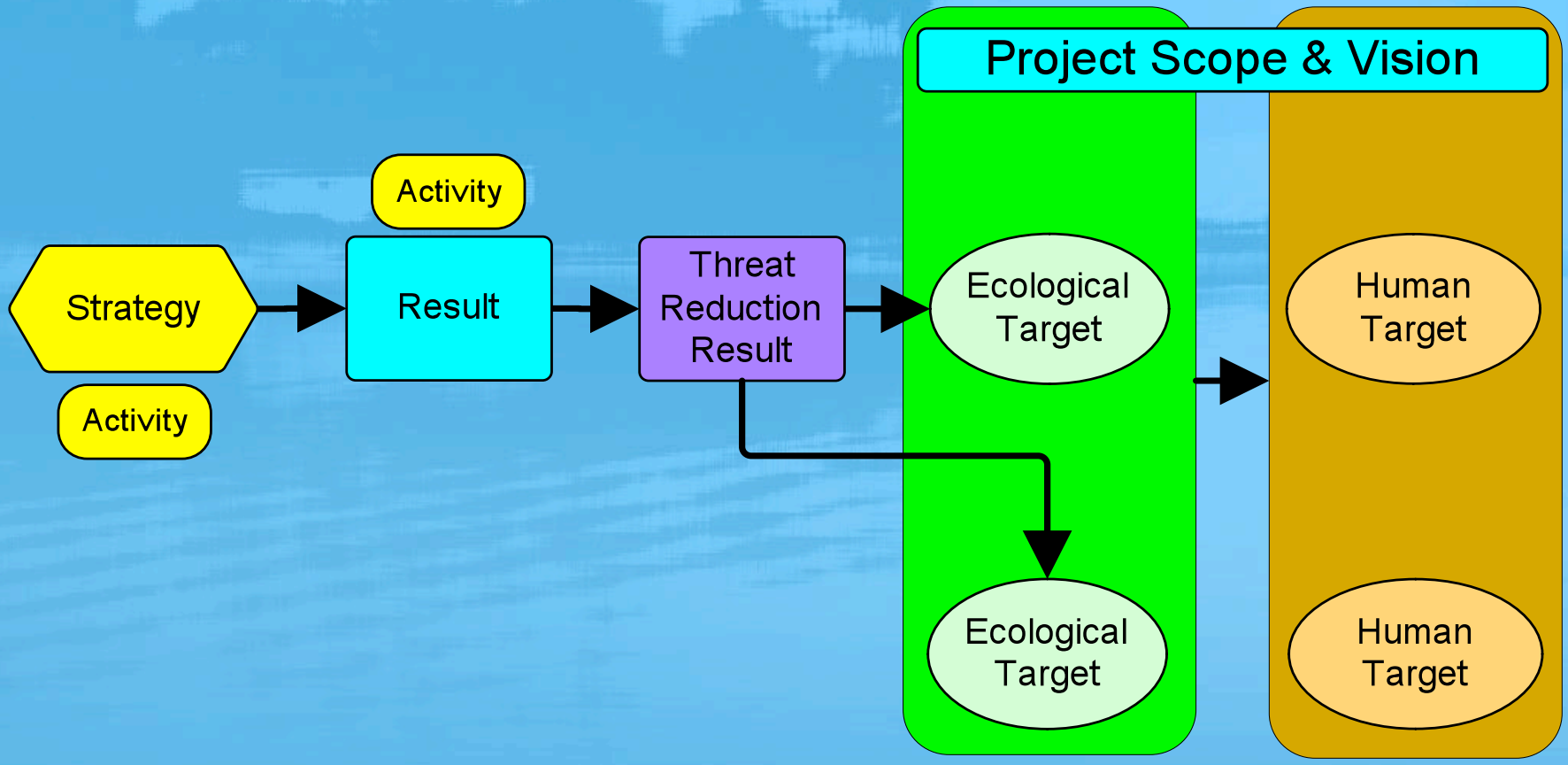
Step 2

Select One Strategy Chain



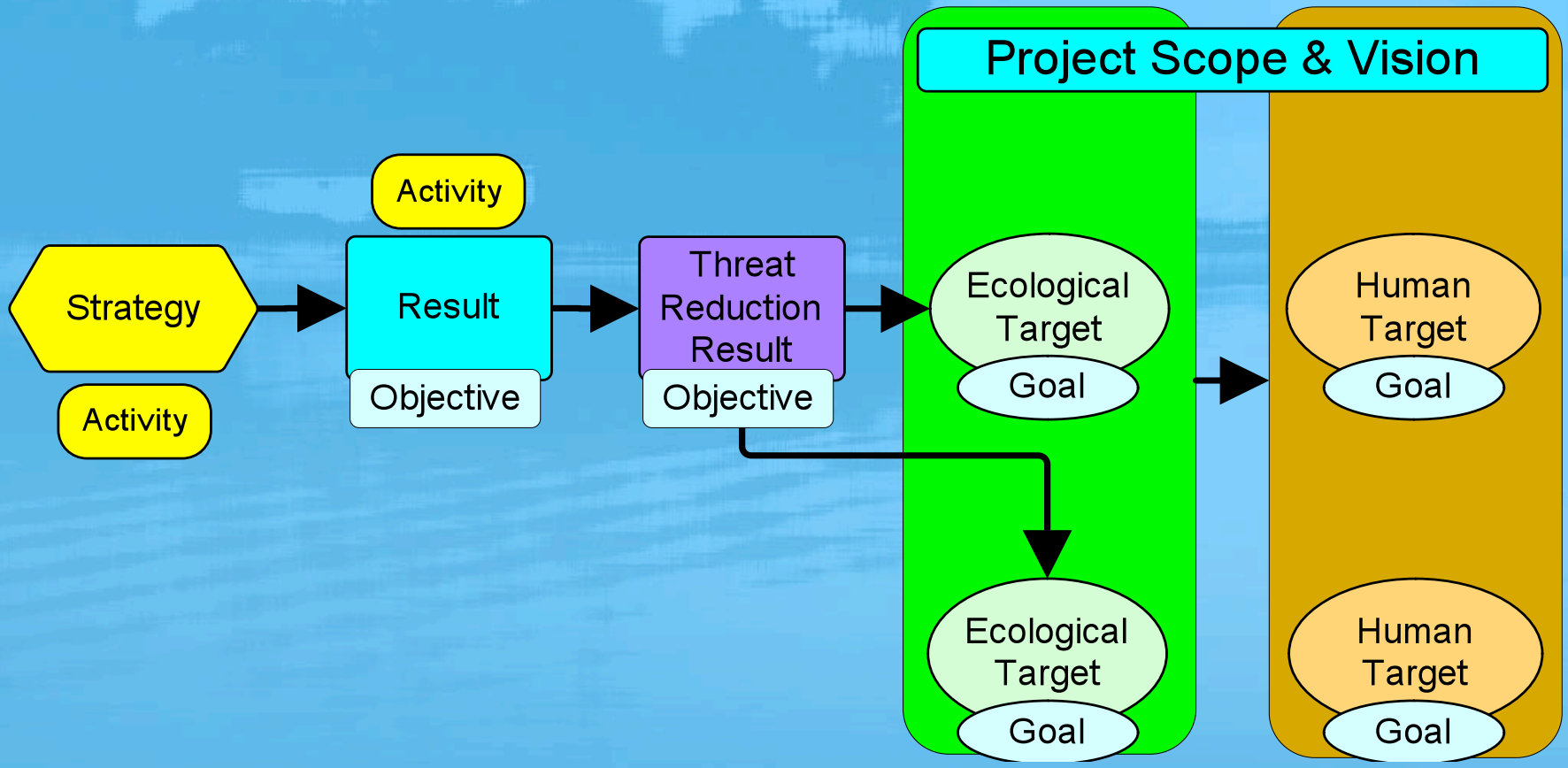
Step 2

Develop "Results Chain" for that Strategy



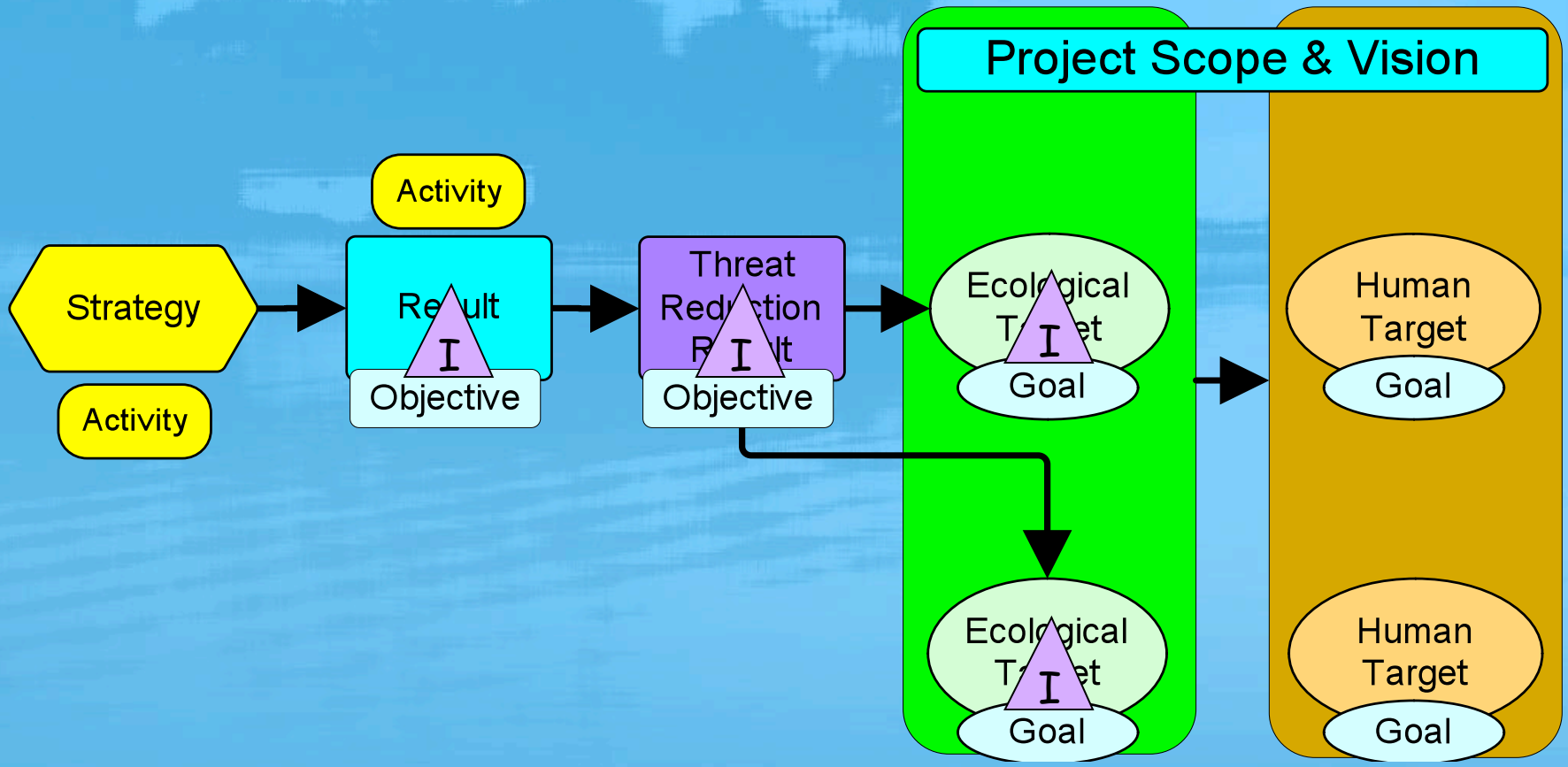
Step 2

Develop Measureable Goals & Objectives



Step 2

Develop Indicators of "Strategy Effectiveness"



Two Types of Information Needs: Status and Effectiveness

Status Questions

1. How are the targets we care about doing?

2. How are threats to these targets changing?

Two Types of Information Needs: Status vs Effectiveness

Effectiveness Questions

3. Are our conservation actions having their intended impact?

4. How can we improve our actions?

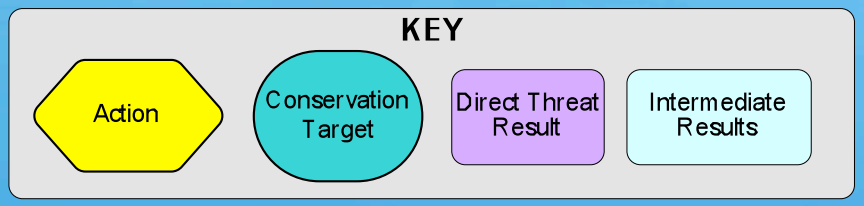
Example of Status Indicators for River Target from Northeast Wildlife Agencies

Indicator	**Existing Data Sources**
Percent Impervious Surface	NLCD 2001
Distribution & Pop Status of Native Eastern Brook Trout	State agencies
Stream connectivity (length of open river) and number of blockages	USFWS National Fish Passage Program
Index of biotic integrity (IBI)	State agencies
Distribution and population status of non-indigenous aquatic species	USGS-Aquatic Nuisance Species program

Example of Effectiveness Indicators from NE: Gating Bat Caves

Gating caves and mines

Increased bat populations



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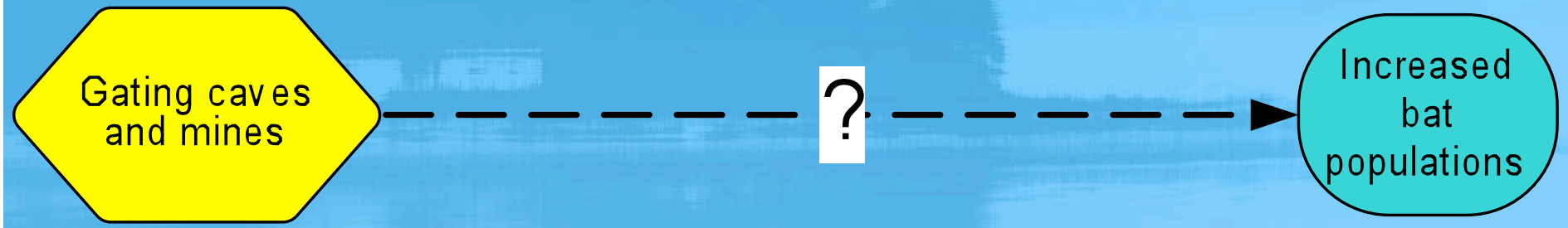

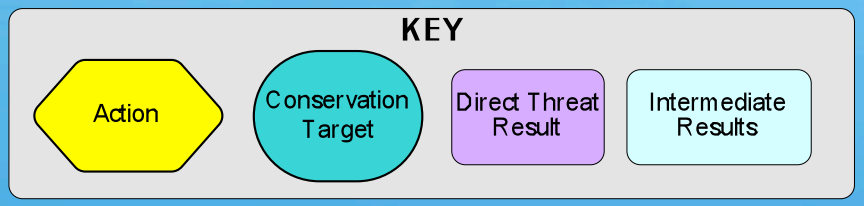

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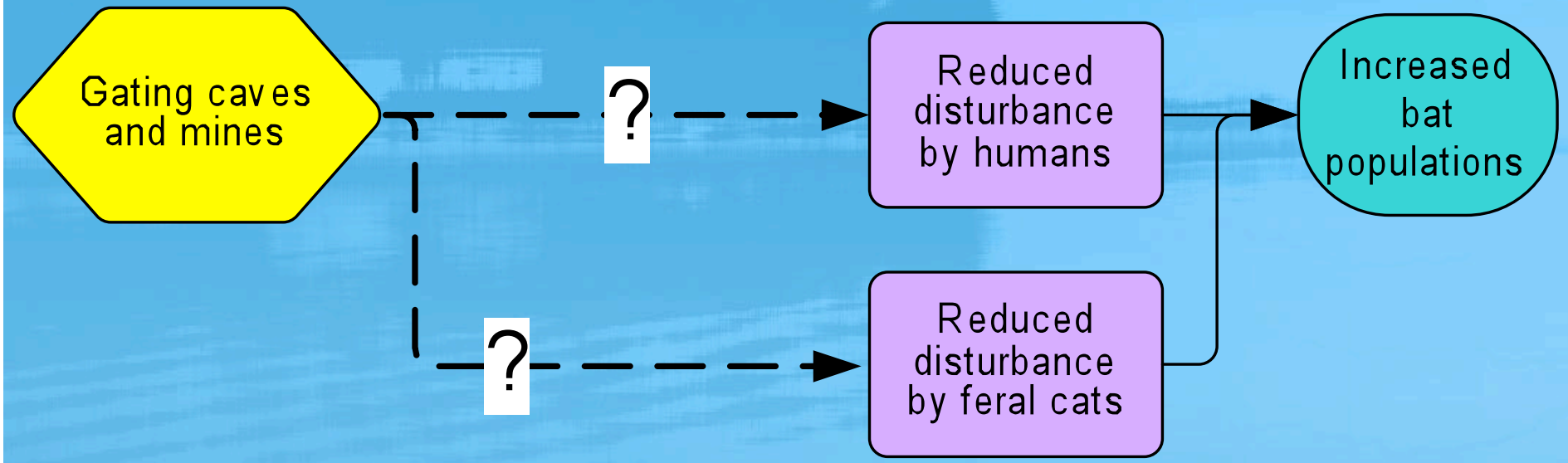

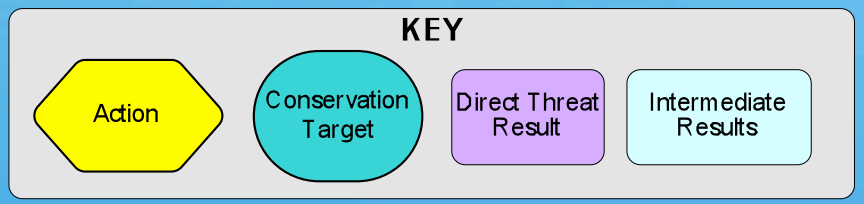

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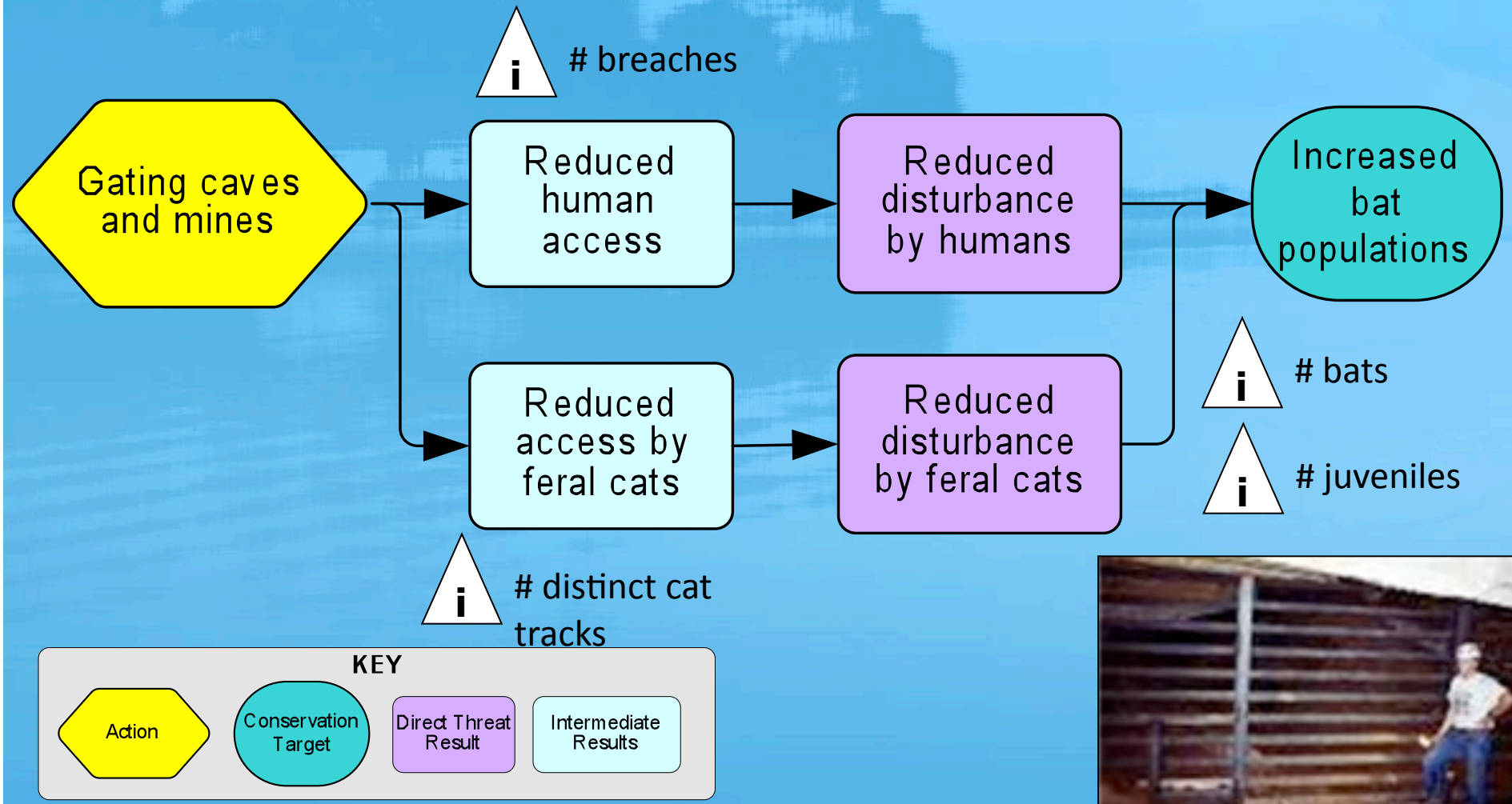
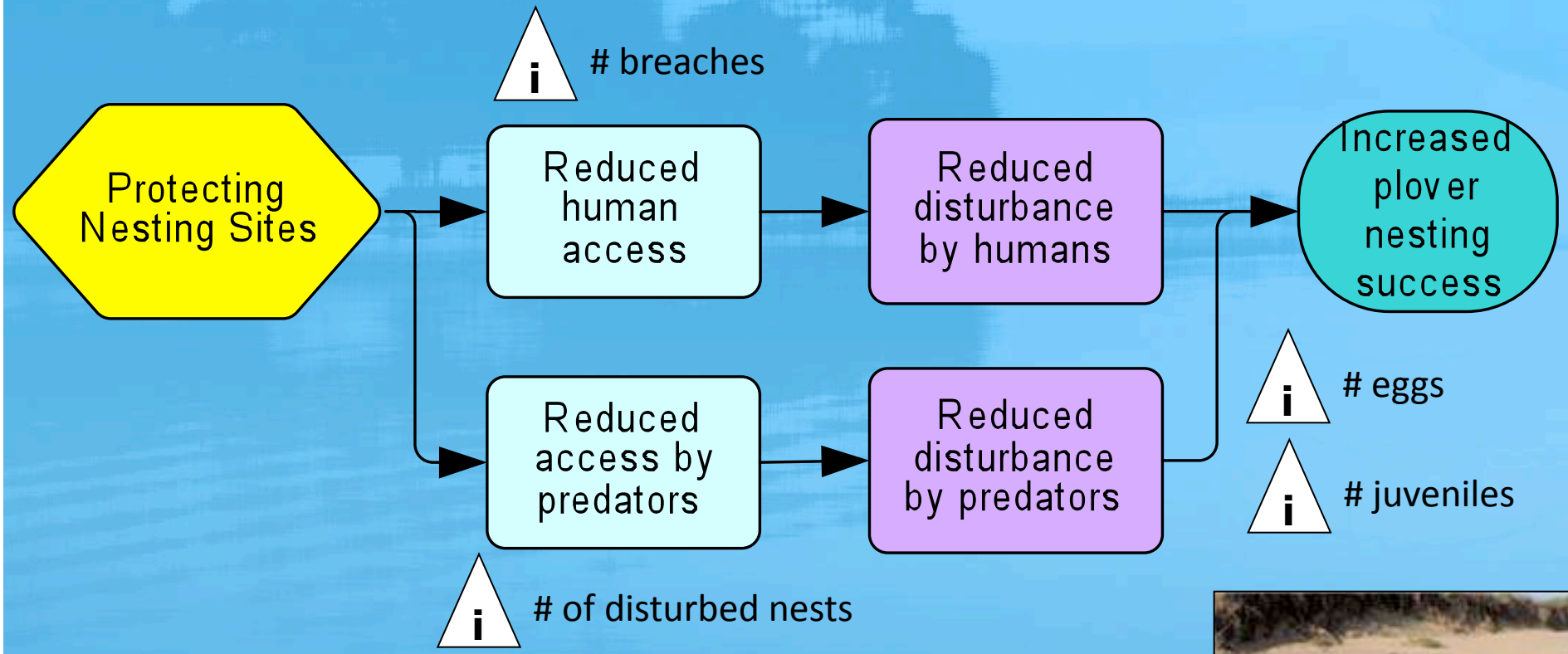
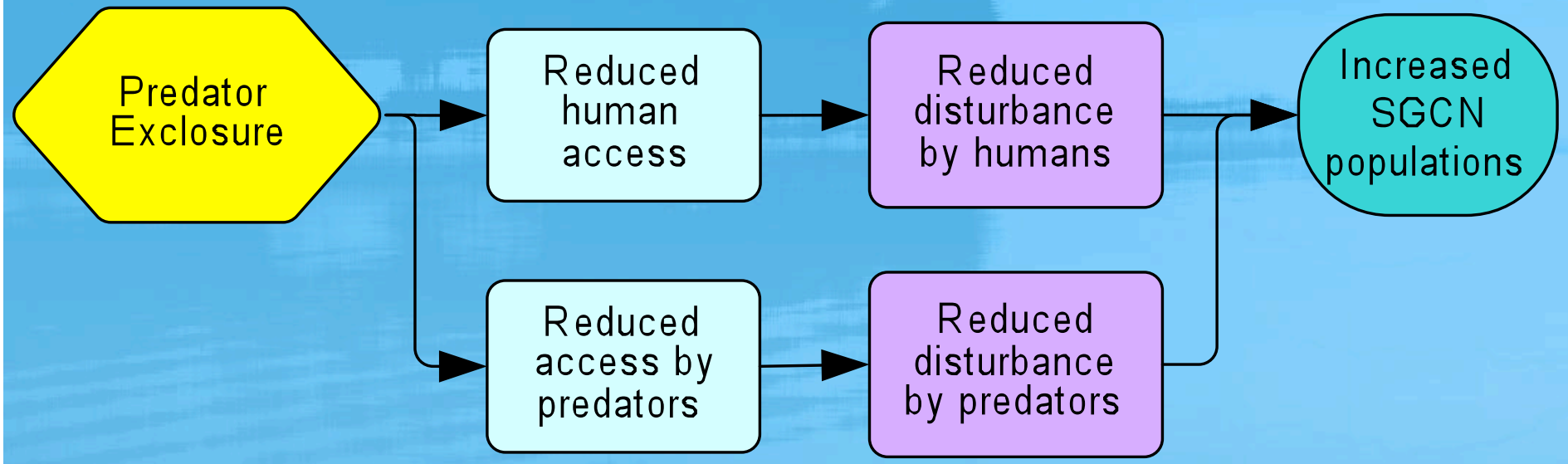
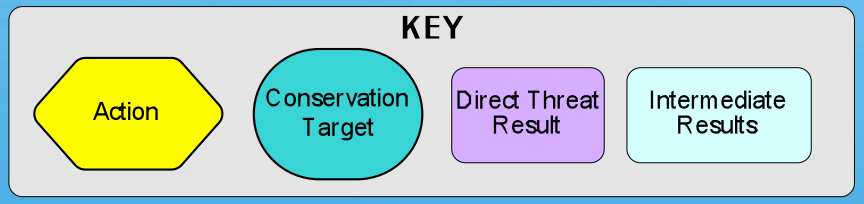


Example of Effectiveness Indicators from NE: Piping Plover Nest Protection



Example of Effectiveness Indicators from NE: Generic Species Protection Strategy





Mockup of Effectiveness Report

Assessing the Effectiveness of State Wildlife Grants

What is Effectiveness?

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How Do We Measure Effectiveness?

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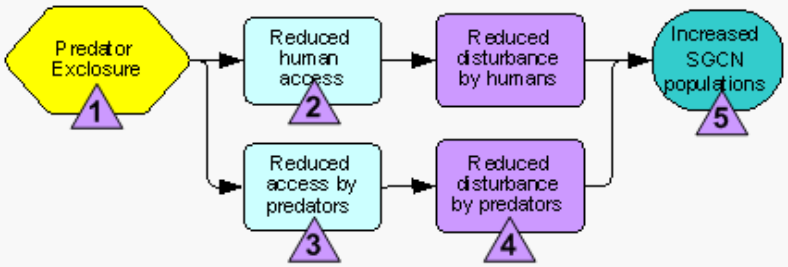
A Focus on Direct Protection



37 grants averaging $70,000 were made for direct protection work in 7 states with species including piping plover, spotted bats, and leaping lemurs. The teams reported the following results based on the above indicators:

1. #'s of exclosures established = **245**
   Avg cost per exclosure = **$8,475**
2. Rate of human access = **78%** avg reduction after exclosure built
3. Rate of predator access = **34%** avg reduction after exclosure built
4. Rate of predator distrubance = Data not yet available
5. Relevant SGCN populations have increased by 7% at key sites

Go to www.swgdatabase.org/directprotect for full details including state-by-state info

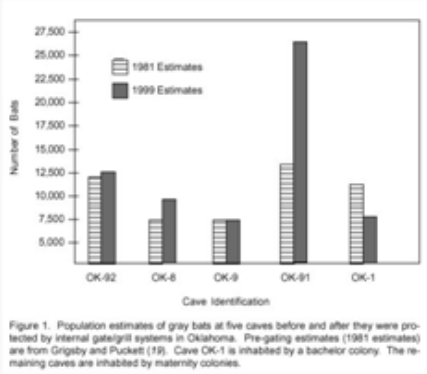


Figure 1. Population estimates of gray bats at five caves before and after they were protected by internal gate/grill systems in Oklahoma. Pre-gating estimates (1981 estimates) are from Grigsby and Puckett (19). Cave OK-1 is inhabited by a bachelor colony. The remaining caves are inhabited by maternity colonies.

Challenges Ahead

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PSP's Use of the Open Standards will

- Build on work to date
  - Action Agenda
  - Topic Forum papers
  - Action Area profiles
  - 2008 ecological indicators
  - 2009 budget decisions
  - And others…
- Focus new effort on value added
  - Selecting a short list of indicators
  - Defining benchmarks – how much by 2020 and in interim steps
  - Identifying (priority) results chains to guide selection of performance measures
  - Setting up for adapting the Action Agenda

A Performance Management Framework - by November 1, 2009 -

- Report on status of ecosystem indicators and identify where future refinement is needed and by when
- Identify progress benchmarks related to ecosystem status and the results of actions & programs
- Present a logic framework that links actions to funding, intermediate outcomes, and ecosystem goals and outcomes
- Describe management cycle and processes for adapting management actions based on assessment of ecosystem status and the performance of actions
- Recommendations to enhance, continue, stop, or modify actions to better align funding and resources with the Action Agenda

Key Decisions for Leadership Council

- Following work by cross-Partnership science-policy advisory group and others:
  - Confirm "what we care about" (based on PSP statutory goals)
  - Adopt "benchmarks" to make particular gains, reduce particular threats, or achieve particular results
  - Recommend adjustments to align actions
  - Develop other conclusions to report to the legislature

Roles of ECB & members

- Help confirm “what we care about” and critical threats
- Provide significant input on “benchmarks”
- Provide significant input on adaptive management cycle
- Work with staff on performance measures and performance agreements for actions

Roles of Science Panel & members

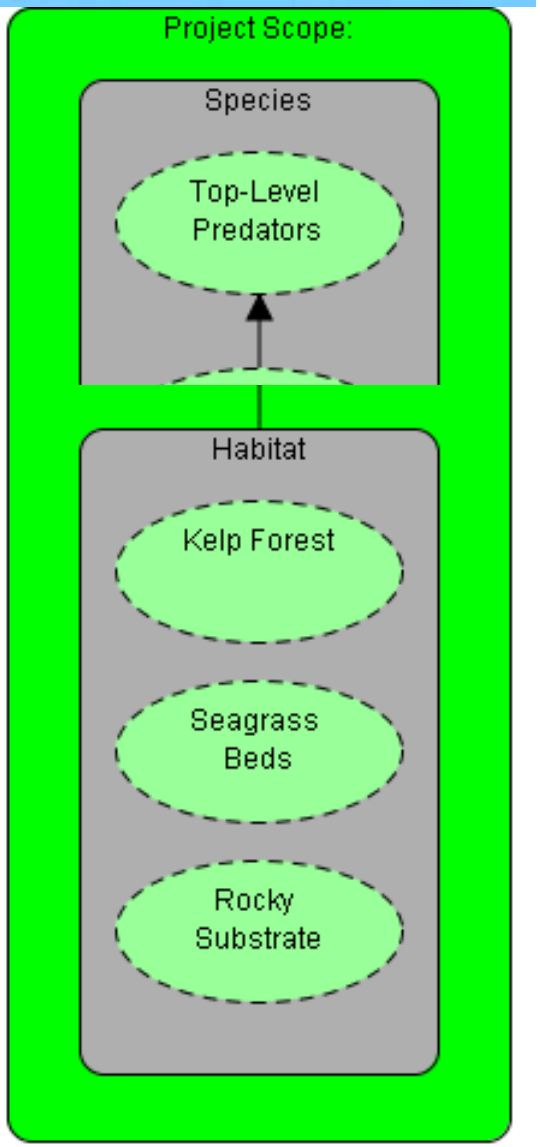
- Confirm selection of indicators that best represent “what we care about”
- Help confirm ecosystem conceptual models
- Help identify and review conclusions about ecosystems indicators for 2009 reporting
- Help confirm ratings of ecosystem threats
- Review overall framework

Process & Timeline

- June: Significant staff work to organize existing information into framework and begin outreach on Open Standards approach to developing the framework
- Mid-July: draft framework ready to discuss with ECB, esp. benchmarks, ramp up performance measure identification
- Late July: LC discussion of framework
- August: ECB members review, meetings with agencies,
- September: Refinement based on ECB input. SP review ecosystem reporting conclusions
- October: Final refinement and conclusions

The Following is a Real World Example of a Results Chain Applied to a Large Scale Project: One Donor's Effort to Affect Fisheries Policy in the California Current

Applying AM to One Donor's Marine Conservation Initiative *



* This example loosely adapted from one donor's actual work. Used by permission and for demonstration purposes only.

Applying AM to One Donor's Marine Conservation Initiative

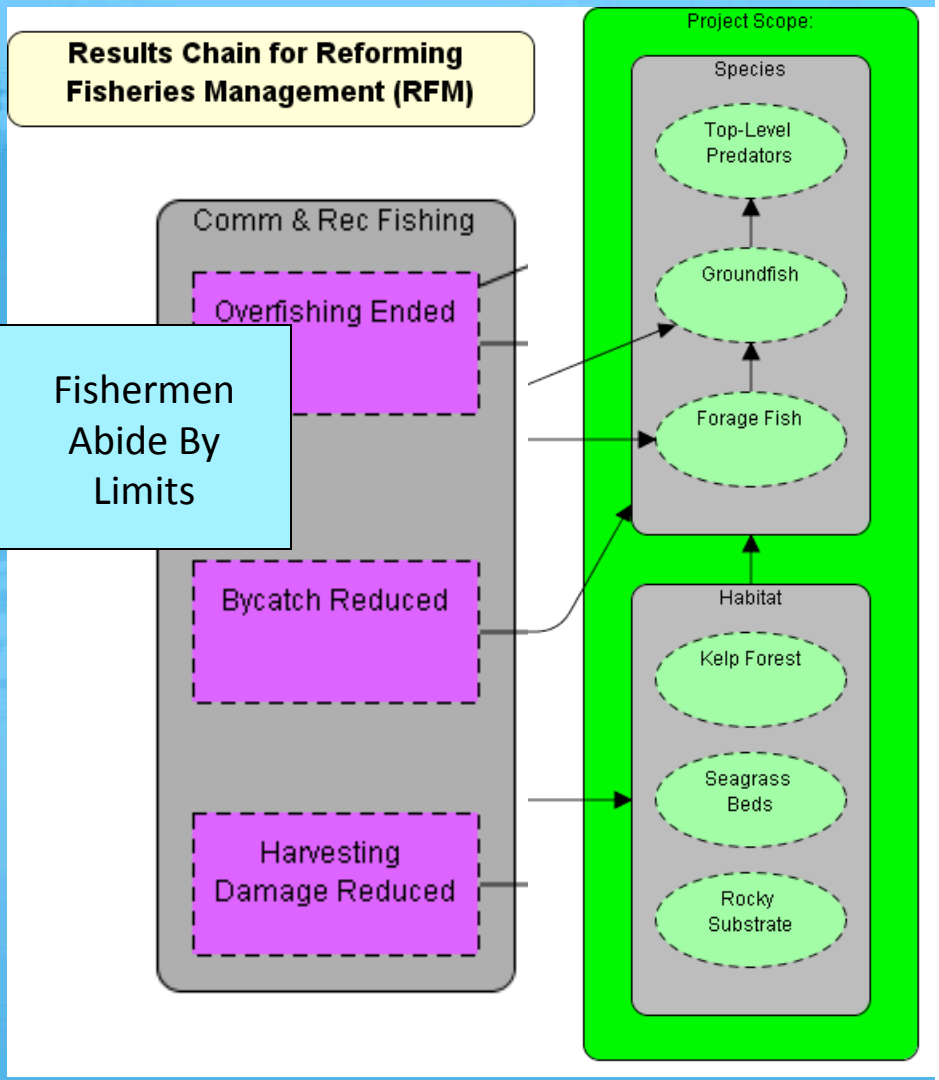
Key Stakeholders Support Dedicated Access Privileges (DAPs)

Council Has Capacity to Implement DAPs

Council Approves "Good" Plan

Council Sets Credible TAC Limits

Fishermen Abide By Limits



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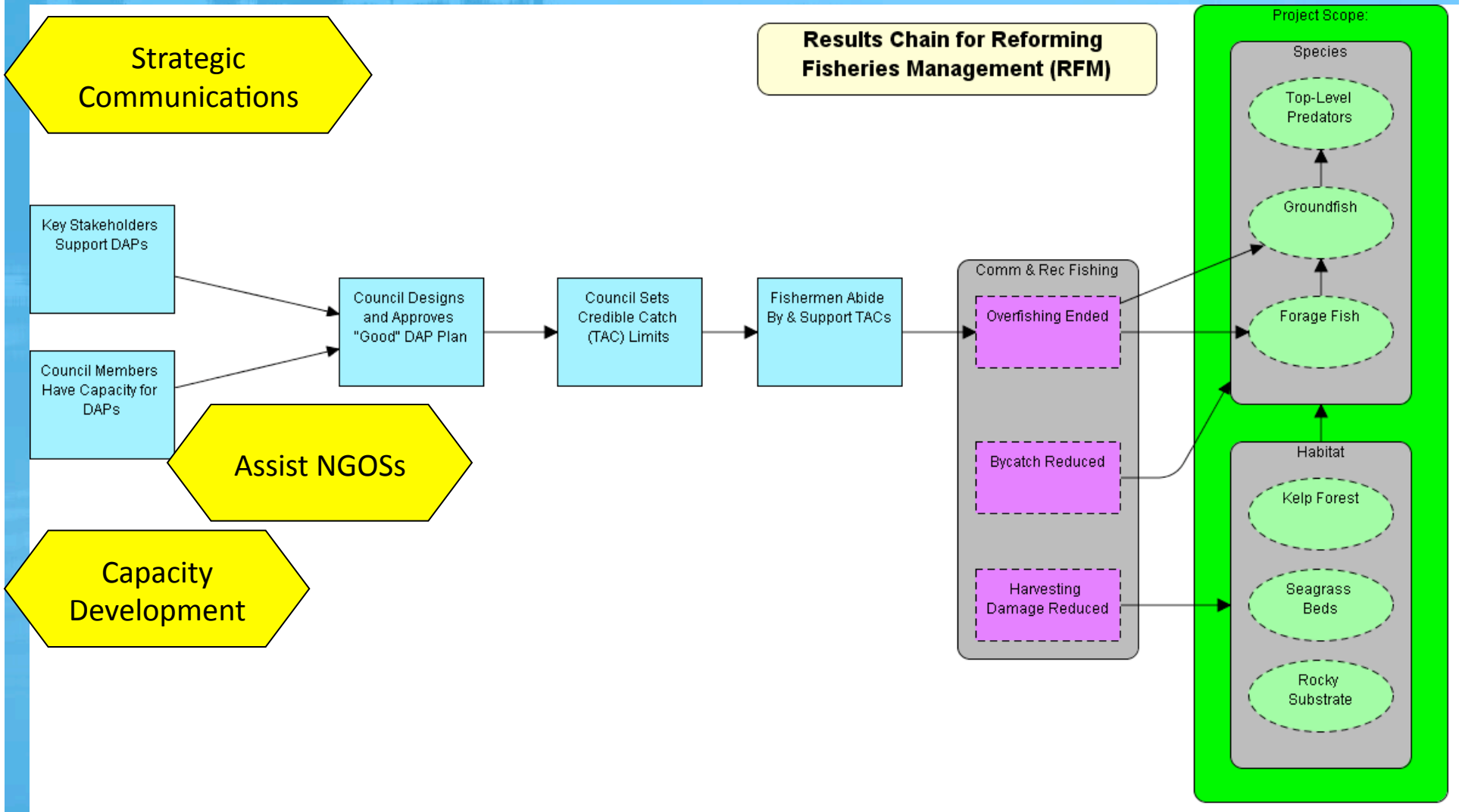

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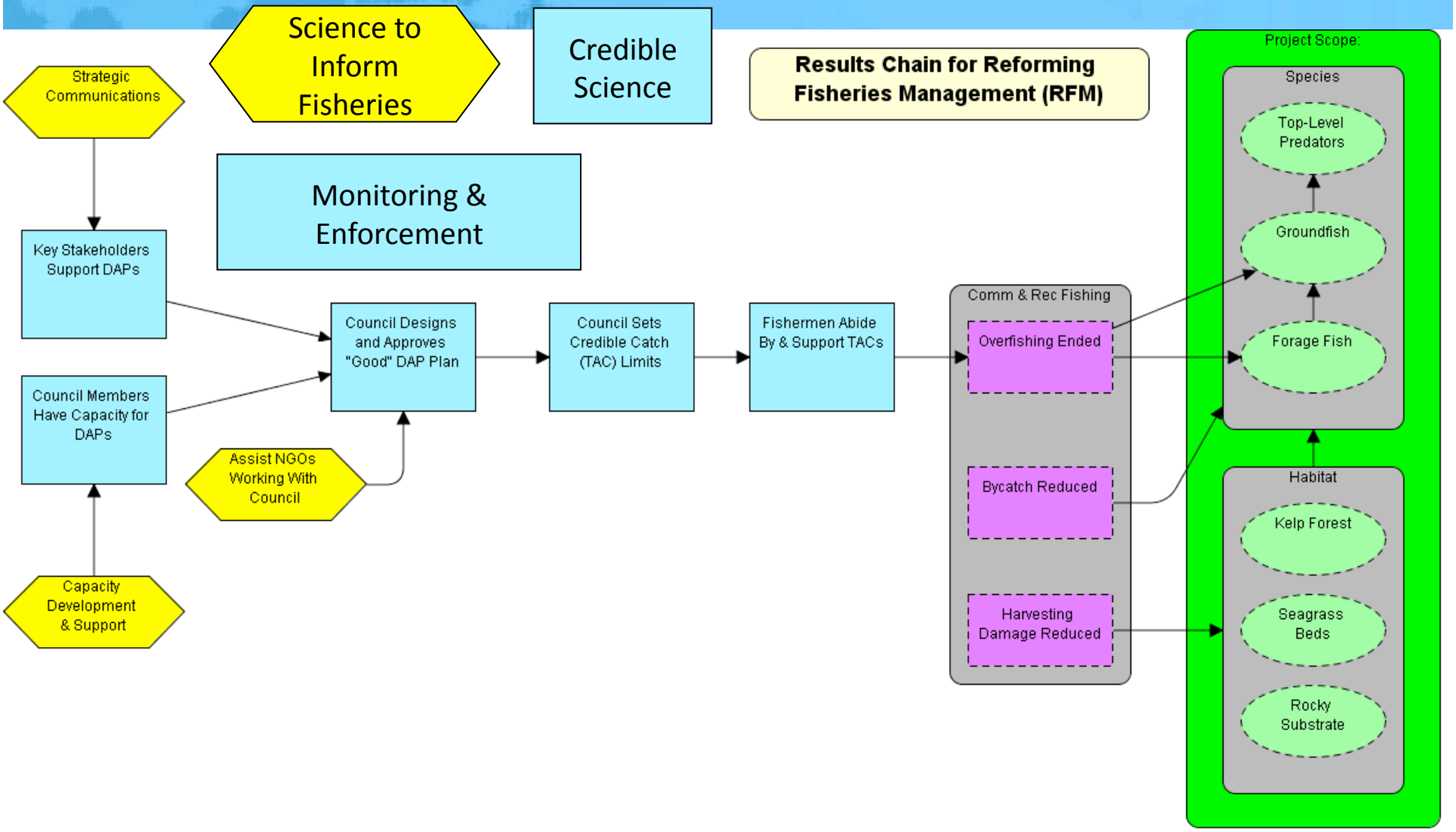

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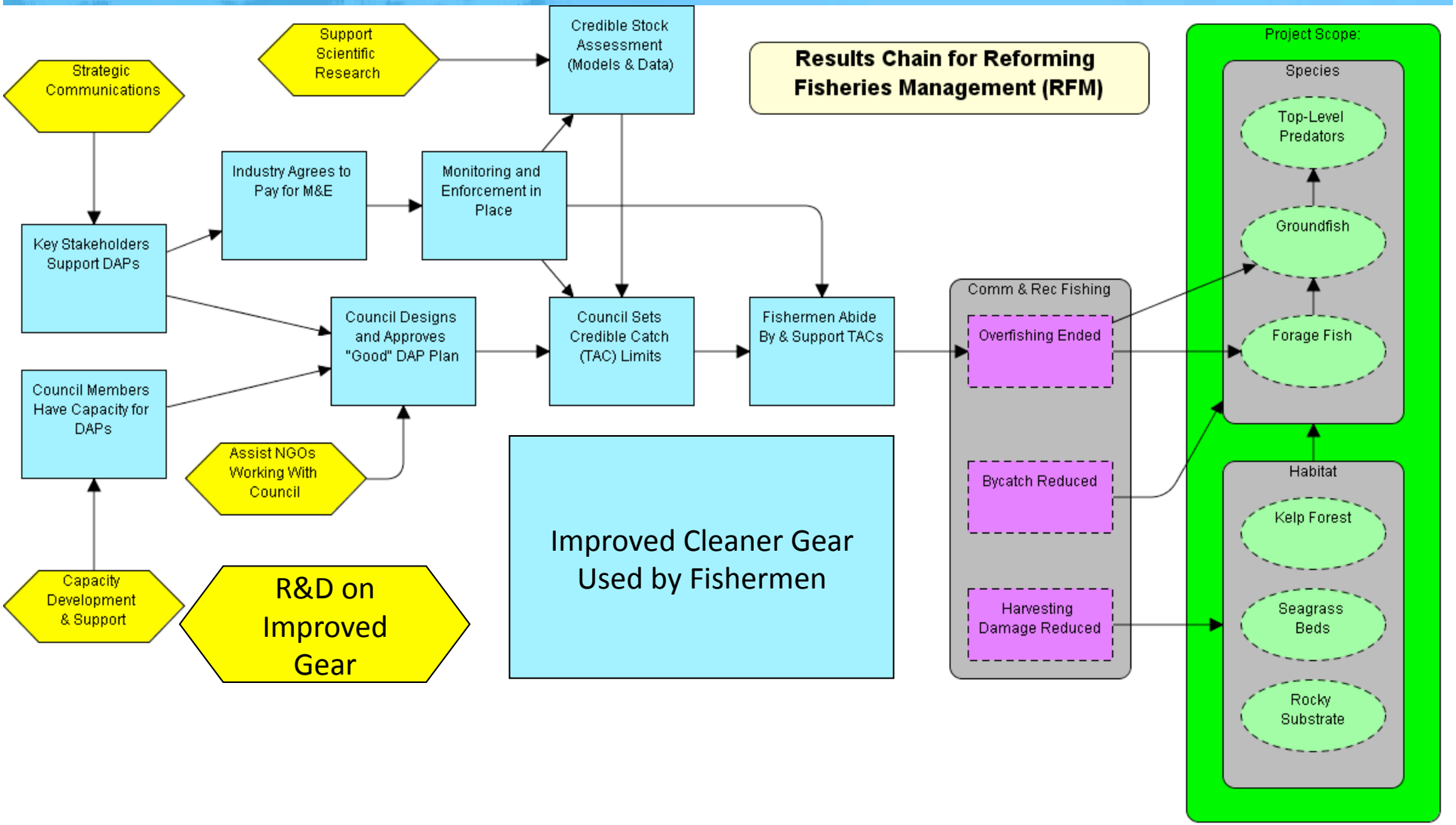

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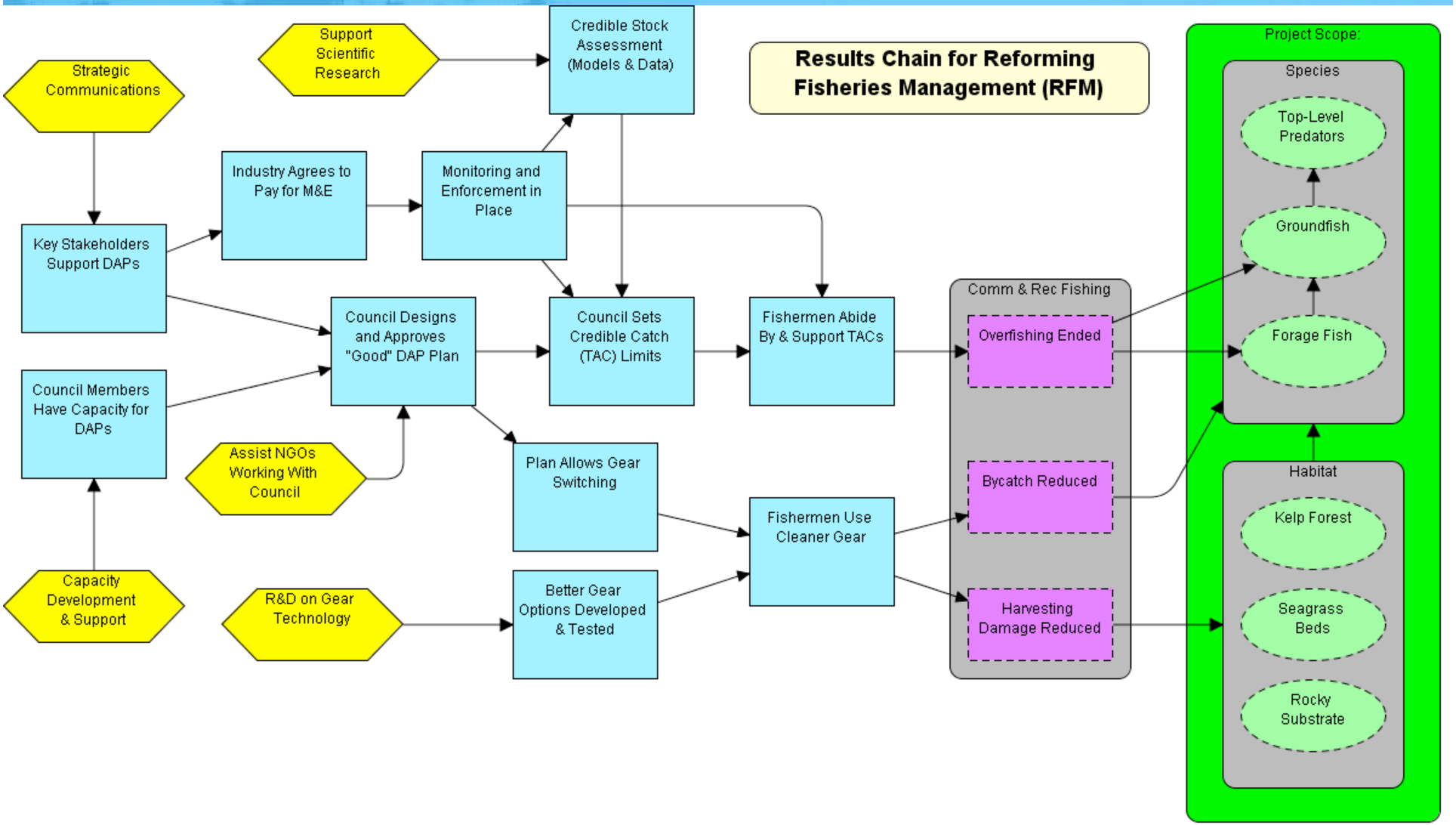

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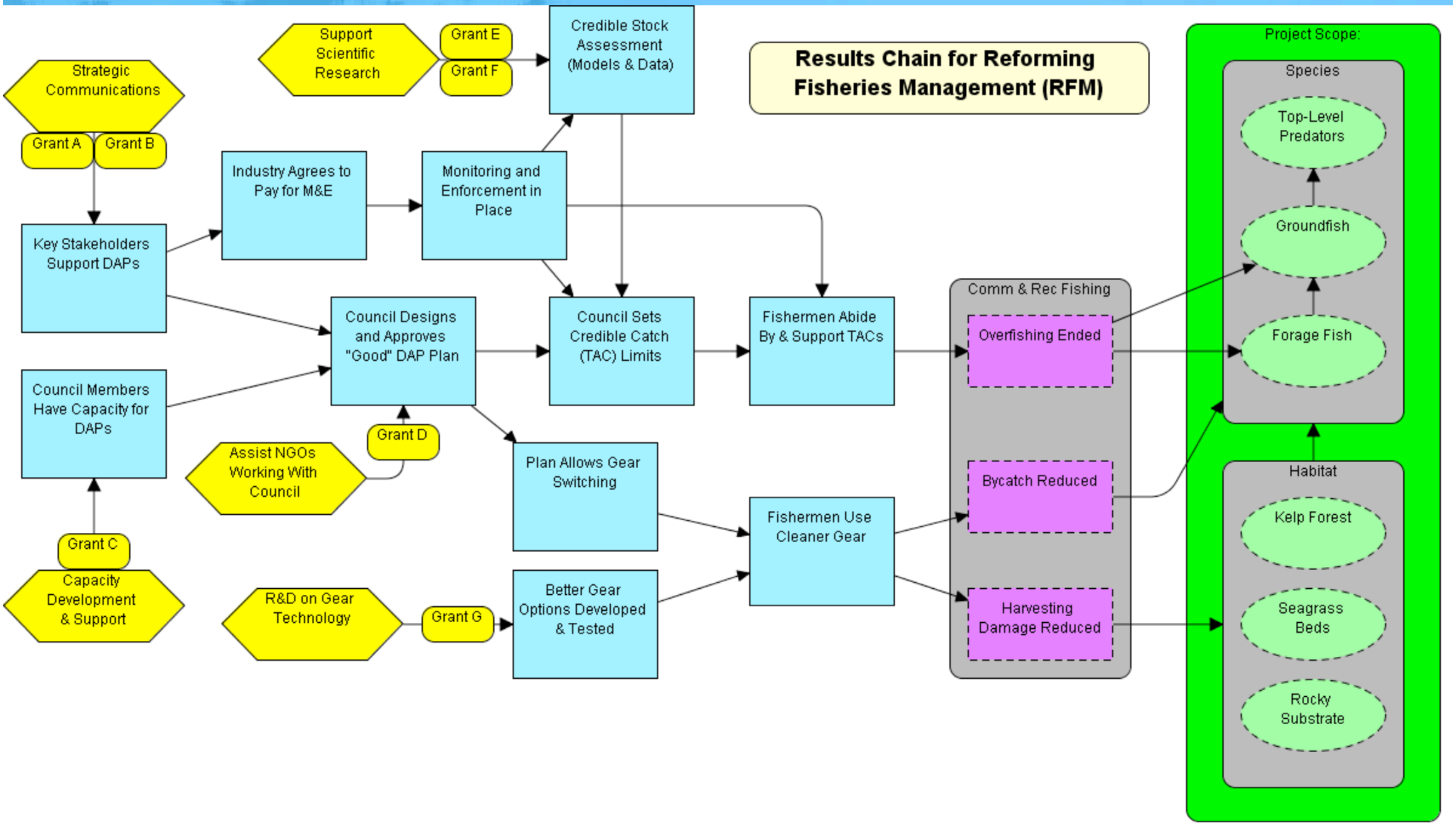

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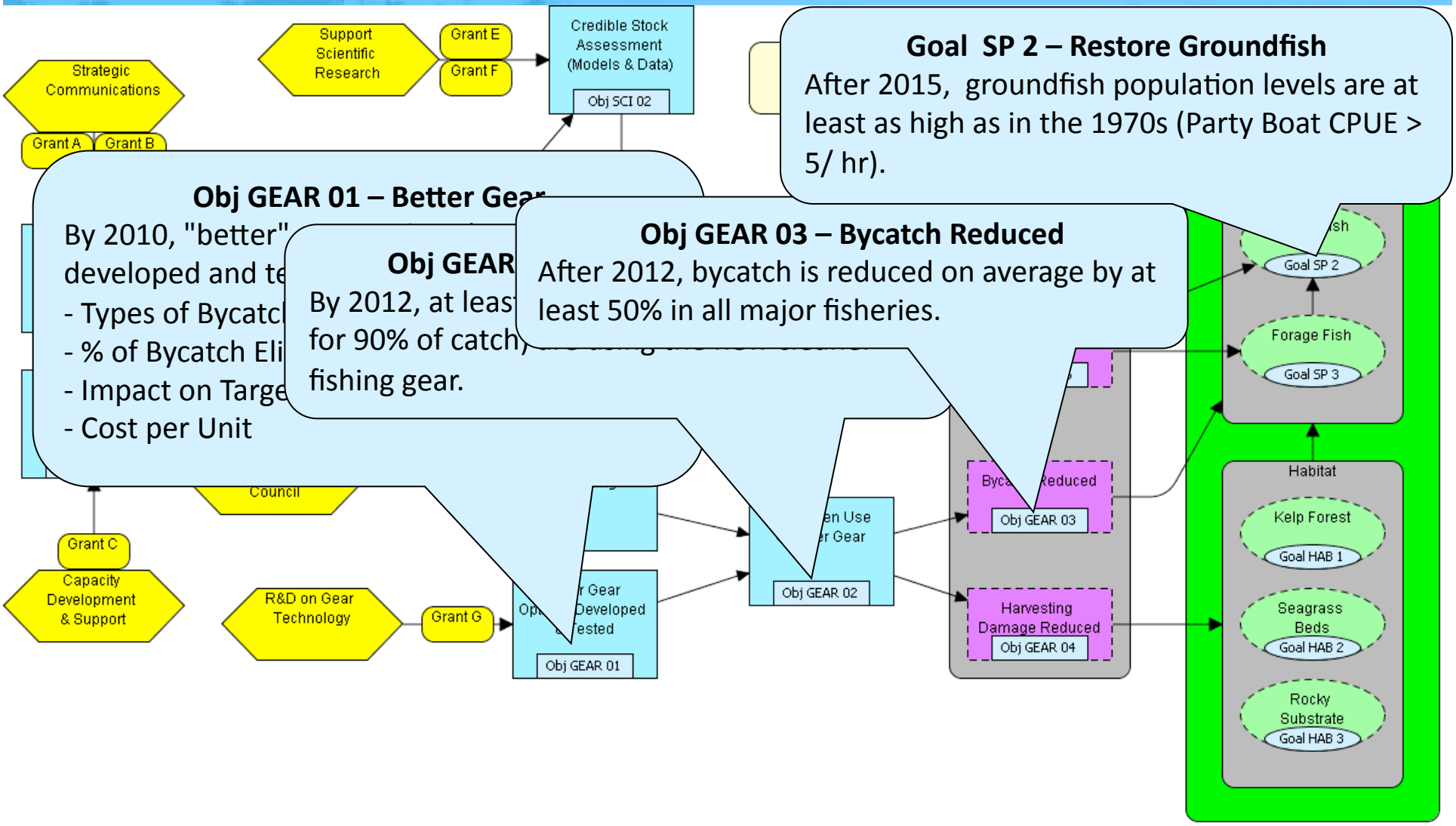


Applying AM to One Donor's vation Initiative

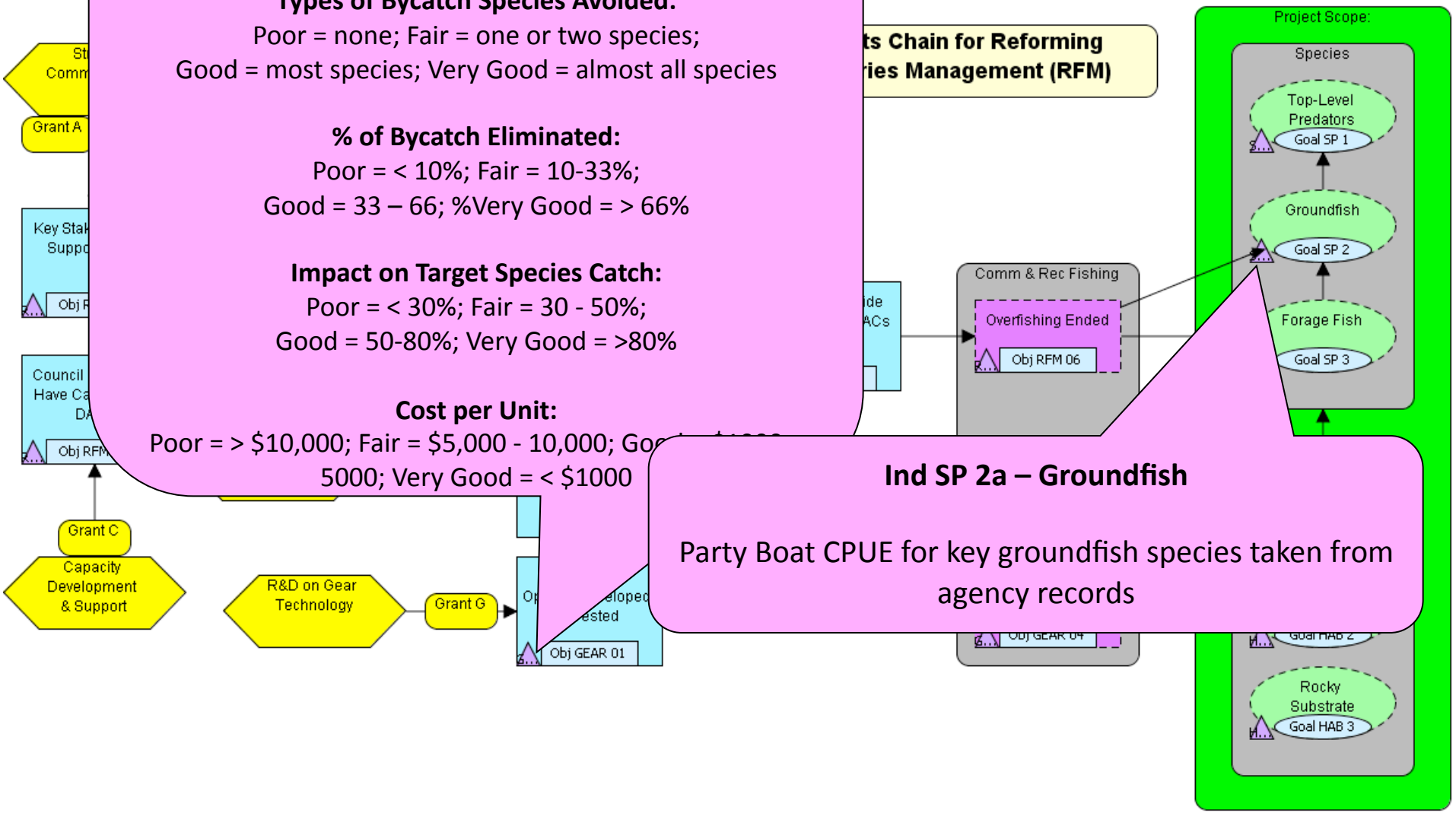
Ind GEAR 01a – Gear Quality

Types of Bycatch Species Avoided:
Poor = none; Fair = one or two species;
Good = most species; Very Good = almost all species

% of Bycatch Eliminated:
Poor = < 10%; Fair = 10-33%;
Good = 33 – 66; %Very Good = > 66%

Impact on Target Species Catch:
Poor = < 30%; Fair = 30 - 50%;
Good = 50-80%; Very Good = >80%

Cost per Unit:
Poor = > $10,000; Fair = $5,000 - 10,000; Go
5000; Very Good = < $1000



Ind SP 2a – Groundfish

Party Boat CPUE for key groundfish species taken from agency records