

RESULTS-ORIENTED PERFORMANCE-BASED MANAGEMENT

“Managing for Success”

WHAT IS IT ?

A budget allocation process and investment strategy to achieve results that will satisfy fish and wildlife mandates in the most cost-effective, timely, and equitable manner

FISH & WILDLIFE MANDATES

- TRIBAL TREATY & TRUST RIGHTS
- ENDANGERED SPECIES ACT
- PROJECT-SPECIFIC MITIGATION
- NORTHWEST POWER ACT
- HABITAT CONSERVATION PLANS

MANAGEMENT OBJECTIVES

- Eliminate or reduce the biological and socio-econ risks associated with ESA-listed species
- Stabilize and reverse the decline of wild salmon and steelhead stocks
- Increase opportunity for tribal, recreational and commercial fisheries
- Maximize effectiveness of available fiscal and human resources

HOW DOES IT WORK ?

- Agree upon the results that will actually satisfy legal mandates and mitigation responsibilities
- Annually measure performance towards those results
- Use cost-effective and timely performance indicators

What is the Difference Between a Performance Standard and a Performance Indicator?

- A performance standard - a target level of performance based on certain mandates (Recovery Plans, Subbasin Plans, US v OR)
- A performance indicator – a characteristic used to measure a result or outcome

HOW DOES IT WORK ?

- Establish basin-wide priorities for funding and system operations based on performance trends & objectives
- Invest available funding and system flexibility to bolster underachieving performance standards
- Focus investments on need not opportunity

EXAMPLE # 1

- Mandate - ESA
- Requirement – recover and maintain Snake River Fall Chinook ESU
- Performance Standard – Specified levels of abundance, productivity, distribution, and diversity
- Performance Indicator – Abundance and trend in abundance of natural-origin fall Chinook counted at Lower Granite Dam

What Make Good Performance “Indicators”?

- Simple measures of results that address the mandates
- Data easily retrieved from existing RM&E Programs
- Not cause/effect relationships
- Not full data analyses to resolve scientific or policy issues
- Not analysis to determine if a standard has been met (e.g. de-list an ESU)

WHY APPLY IT ?

- Region needs a more collaborative and cost-effective way to achieve fish and wildlife objectives
- Improves accountability in allocating funds and timely reporting for decision making
- Increases understanding, agreement and equity in determining intent and results of Fish & Wildlife Program

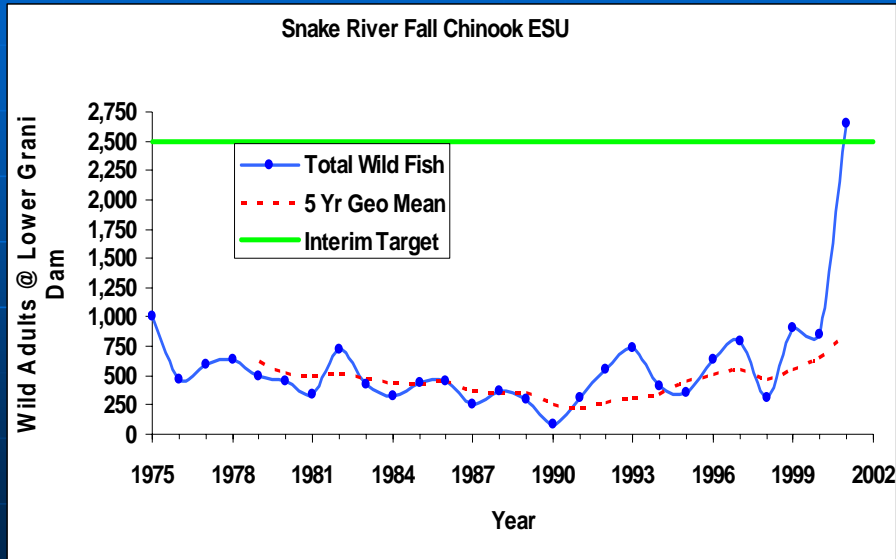
Implementation Needs Immediate

- An interim set of basin-wide performance indicators that address legal mandates:
 - Endangered Species Act
 - Tribal Trust and Treaty Rights
 - Northwest Power Act
 - Project specific mitigation agreements
 - Habitat Conservation Plans

Implementation Needs Immediate

- Display annual data on performance indicators, with trends
- Adjust regional budget planning and allocation process to invest where performance gains are most needed

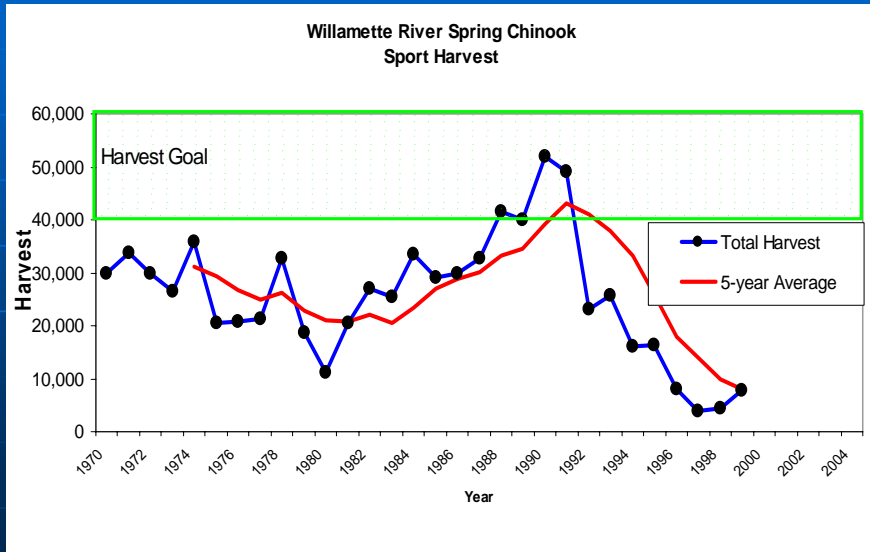
Example Performance Indicator



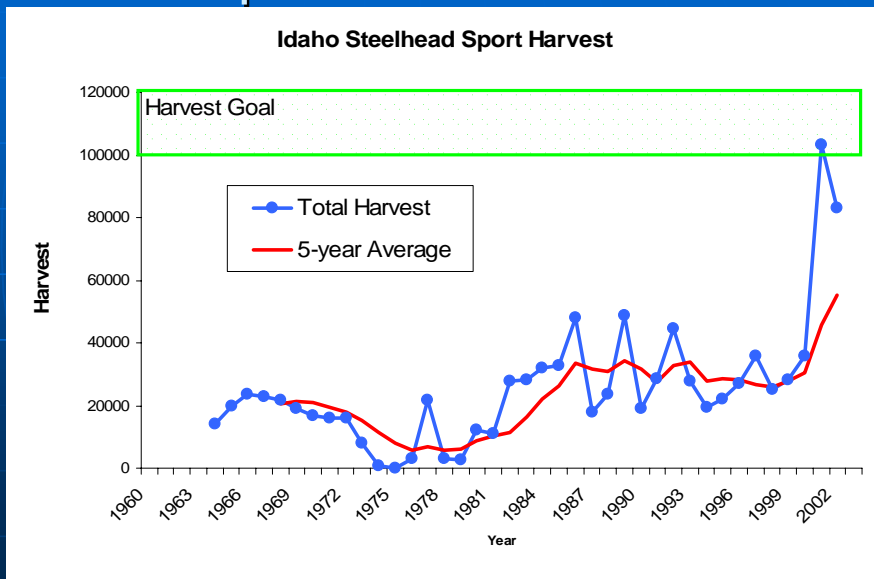
Implementation Needs Longer Term

- Performance standards/objectives for each legal mandate – at what point might the mandate be satisfied?
- Indicate the performance objective or target on the display of each performance indicator
- Decisions on satisfaction of a standard require more detailed analysis

Example Harvest Indicator



Example Harvest Indicator



Implementation Needs Longer Term

- Establish results-oriented, performance-based management at the subbasin and project level (linked to basin-wide performance)
- Establish basin-wide, subbasin, hatchery and project specific performance reviews

PERFORMANCE MANAGEMENT OPTION

- Establish basic performance standards and indicators for the hydroelectric system
- Compare hydrosystem performance with fish & wildlife performance to *aid* in setting levels of budget and system operations

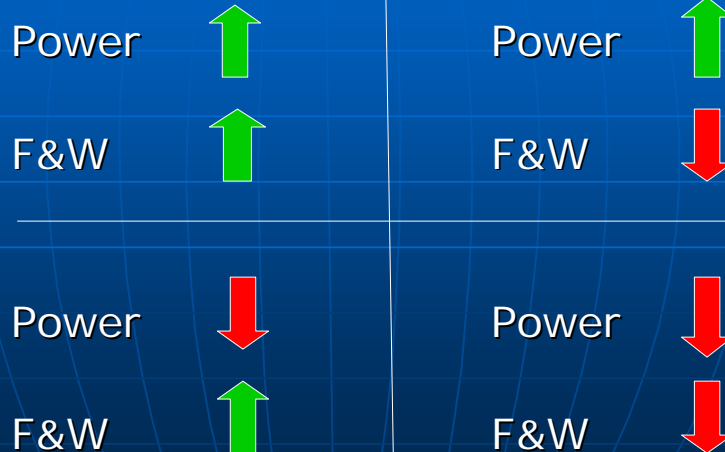
OPTION ADVANTAGES

- Improve understanding and respect for multi-purpose performance
- Establish a common language and framework for discussion of regional goals and priorities
- Narrow the basis for disagreements and disputes

POTENTIAL POWER SYSTEM PERFORMANCE INDICATORS

- Federal Firm Power Rates & Cost of Living
- BPA's Financial Reserve
- Current System Water Storage
- Current Year Runoff Forecast
- Probability of Treasury Repayment
- Power Demand v. Supply ???

Decision Aid Performance Portfolio



NEXT STEPS

- Seek regional willingness to develop Results-Oriented, Performance-Based Management System on a trial basis
- Initiate development of interim performance indicators and data display
- Conduct regional workshop

THANK YOU

QUESTIONS ?