PERFORMANCE EVALUATION OF FISH HABITAT PARTNERSHIPS

FINAL REPORT AND RECOMMENDATIONS

June 2012

National Fish Habitat Board
Kelly Hepler, Chair

Prepared by: Performance Review Team

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Executive Summary

The Board conditionally approved a set of ten Fish Habitat Partnership performance measures and requested a "test drive" to assess the performance measures, the rating criteria associated with each measure, and the effectiveness of the evaluation process. The findings from the test drive were to be reported back to the Board along with recommendations for finalizing a process for evaluating Fish Habitat Partnership performance levels. A five-member review team was tasked with accomplishing this initial assessment of the evaluation process.

The team conducted the performance evaluation with cooperation from the 17 recognized Fish Habitat Partnerships between September 2011 and March 2012. Scores for each performance measure ranged from a high of 4 to a low of 1.

When the scores for each performance measure are averaged among all Fish Habitat Partnerships, efforts directed towards addressing strategic priorities and focusing on the causes of fish habitat decline had the highest average scores (3.7 and 3.6, respectively), whereas performance associated with coordination with NFHP Science and Data Committee, use of resource condition assessments, and measuring progress had the lowest average scores (1.5, 2.0, and 2.1, respectively). The average performance scores for use of project effectiveness measures, leveraging NFHP funds, prioritizing projects for funding, level of engagement with other FHPs, and quality and quantity of outreach ranged from 2.4 to 3.2.

For three of the performance measures (use of project effectiveness measures, use of resource condition assessments, and quality and quantity of outreach) that had consolidated average scores that were less than 2.8, the older Fish Habitat Partnerships (recognized 3.6 years or more) generally received higher ratings than the younger partnerships (recognized for 2.7 years or less). Age of the Fish Habitat Partnership did not play a discernable role for the scores received for performance measures related to coordination with NFHP Science and Data Committee and measuring progress.

Seven Fish Habitat Partnerships received ≥ 70% of the total number of performance rating points available (28 points or higher); two of these seven had total scores that exceeded 80% of the available points. The average age (years recognized) for the Fish Habitat Partnerships who received a total score of 28 points, or more, is 3.7 years (range = 2.7 to 4.2 years) and for those partnerships whose scores were < 28, the age averaged 2.3 years (range = 1.8 to 3.6 years).

Recommendations for Board Action

Recommendation 1: Develop response templates to bring more clarity on the type of information required to assess performance levels for Measures 1-5 and 10.

Recommendation 2: Expand the scope of Measures 1-5 to include all categories of fish habitat conservation projects as described in the Board's Guidance on the Use of the National Fish Habitat Partnership Brand (October 2009).

Recommendation 3: Utilize the current suite of criteria that Fish Habitat Partnerships use to prioritize projects for funding to develop a minimum benchmark set of criteria that should be used by all partnerships.

Recommendation 4: Revise Measure 6 so that it evaluates how well Fish Habitat Partnerships are engaged (i.e. coordinating and collaborating) with other regional partnerships and what that engagement produces for outcomes.

Recommendation 5: Revise Measure 7 so that it evaluates how resource condition assessment and analyses are being used to identify threats, establish priorities, and set objectives by the Fish Habitat Partnerships.

Recommendation 6: Task the Board's Partnership Committee with facilitating the development of strategies that assist Fish Habitat Partnerships with gaining media attention for key components of their work and strengthening their relationships with pertinent policy-makers.

Recommendation 7: Task the Board's Science and Data Committee with implementing processes that lead to better engagement with Fish Habitat Partnerships. The principal focus areas should include the development and review of scientific and data analysis methods; data transfer methods and policies; and, communicating science and data related information.

Recommendation 8: Task the Board's Partnership Committee with strengthening guidance on developing strong, strategic priorities and associated milestones and targets to track outcomes.

Recommendation 9: Provide Fish Habitat Partnerships with an opportunity to review and respond to the Review Team's initial scoring of their performance prior to finalizing the evaluation outcomes.

Recommendation 10: Initiate the first "formal" performance evaluation of Fish Habitat Partnerships in January 2015, covering operational functions for a 3-year period (2012-2014), and repeat this process every 3 years thereafter.

Background

The National Fish Habitat Partnership (National Partnership or NFHP) is an unprecedented effort to build and support partnerships that are strategically focused on fish habitat conservation. The National Fish Habitat Action Plan (Action Plan) guides this initiative and establishes processes for bringing partners together, challenging them to collaboratively advance strategic priorities, as well as measure and report on the outcomes of their conservation actions. A high level of commitment to these principles distinguishes the National Partnership from other fish habitat conservation programs.

To uphold the high standards set by the Action Plan, the National Fish Habitat Board (Board) tasked its Criteria Development Committee (Committee) with developing a set of measures that would evaluate Fish Habitat Partnership performance levels for core operational functions (i.e. coordination, scientific assessment, strategic planning, data management, project administration, communications, and outreach). The Committee presented ten performance measures for the Board's considerations and action during its meeting on July 27, 2011.

Direction from the National Fish Habitat Board

The Board conditionally approved the set of Fish Habitat Partnership performance measures (Appendix A), and requested a "test drive" of the evaluation process. The primary purposes of the test drive were to:

A. Assess the performance measures and the rating criteria associated with each measure; and,

B. Assess the effectiveness of the evaluation process.

The findings from the test drive are to be reported back to the Board with recommendations to finalize the process for evaluating Fish Habitat Partnership performance.

Performance Review Team

The Board Chair established a Review Team charged with implementing and assessing the performance evaluation of Fish Habitat Partnerships. The Review Team members were: Steve Perry (Board member), Krystyna Wolniakowski (Board member), Tom Busiahn (Board staff), Andrea Ostroff (Board staff), and Karen Abrams (Board staff).

Performance Evaluation Process

Step 1: Performance evaluation forms (Appendix B), along with instructions for completing the forms, were sent to the coordinator or Steering Committee Chair of each Fish Habitat Partnership on September 14, 2011.

Step 2: Five regional conference calls were held with representatives of each Fish Habitat Partnership (Appendix C) to answer questions about the performance evaluation process and completing the forms.

Step 3: Completed performance evaluation forms were received from all seventeen recognized Fish Habitat Partnerships by January 10, 2012; covering their activities during the 2011 calendar year (January 1-December 31).

Step 4: The Review Team met by conference call on January 9, 2012 to discuss the process it would follow to complete its assessment of each Fish Habitat Partnership's responses to the 10 performance measures. The first part of the process entailed having each team member review and rate the performance level independently and then the scores were averaged (n=5 for each Fish Habitat Partnership response) to determine the final rating. This was completed by February 15, 2012.

Reviewers rated each Fish Habitat Partnership on each of the 10 performance measures on a scale of 1 to 4. Thus the lowest possible composite score for a Fish Habitat Partnership was 10, and the highest possible score was 40.

The Review Team collectively discussed each Fish Habitat Partnership's performance evaluation outcome by teleconference and where warranted, made recommendations on how the partnership might improve their level of performance for specific measures. This was completed on March 7, 2012

Step 5: The performance evaluation outcomes were sent to the Fish Habitat Partnerships for their review and considerations. This was completed between March 9 and March 13, 2012.

Step 6: The Review Team participated in conference calls with representatives of eleven Fish Habitat Partnerships to discuss their performance evaluation and to solicit the partnerships feedback on all facets of the evaluation process. This was completed between March 20 and May 9, 2012.

Step 7: The Review Team presented an overview of the Fish Habitat Partnership performance evaluation findings to the Board during its April 17-18, 2012 meeting.

Step 8: The Review Team prepared a report on the initial performance evaluation of Fish Habitat Partnerships, which was distributed it to the Board in June 2012 so that any actions needed to finalize the performance measures and evaluation process could be taken during its July 2012 meeting.

Performance Evaluation Outcomes

Overview

Fish Habitat Partnerships cooperated very well with the Performance Review Team. Responses by Fish Habitat Partnerships on the Evaluation Form were filed in a timely manner, but varied widely in their depth and completeness. Members of the Review Team used somewhat different approaches in evaluating responses; some considered only the content of the responses, and others supplemented the responses with their personal knowledge of Fish Habitat Partnerships. This report includes recommendations that are intended to achieve more uniform responses from Fish Habitat Partnerships and more uniform evaluations by reviewers.

Performance Measures

When the scores for each performance measure are averaged among all Fish Habitat Partnerships, five measures (#1, #3, #4, #5, and #6) received ratings that were ≥ 2.8 points (2.8 represents 70% of the available points) while five measures (#2, #7, #8, #9, and #10) fell below this point total (Figure 1). Performance measures #1 (addressing strategic priorities) and #3 (focusing on the causes of fish habitat decline) had the highest average scores (3.7 and 3.6, respectively), whereas performance measures #9 (coordination with NFHP Science and Data Committee), #7 (use of resource condition assessments), and #10 (measuring progress) had the lowest average scores (1.5, 2.0, and 2.1, respectively). The average scores for performance measures #2 (use of project effectiveness measures), #4 (leveraging NFHP funds), #5 (prioritizing projects for funding), #6 (level of engagement with other FHPs), and #8 (quality and quantity of outreach) ranged from 2.4 to 3.2.

For three of the performance measures (#2, #7, and #8) that had consolidated average scores that were less than 2.8, the older Fish Habitat Partnerships (recognized 3.6 years or more) generally received higher ratings than the younger partnerships (recognized for 2.7 years or less). With performance measure #2 (use of project effectiveness measures), five of six (83%) older Fish Habitat Partnerships received a score ≥ 3.0, while only three of eleven (27%) younger partnerships received a similar score (Figure 2). For performance measure #7 (use of resource condition assessments), three of the six (50%) oldest Fish Habitat Partnerships received scores that were ≥ 3.0, whereas just one of the eleven (9%) younger partnerships scored a 3.0 or higher (Figure 3). Likewise, with performance measure #8 (quality and quantity of outreach), three of six (50%) of the older Fish Habitat Partnerships received scores of ≥ 3.0 for this measure; only four of eleven (36%) of the younger partnerships achieved scores this high (Figure 4). Age of the Fish Habitat Partnership did not play a discernable role for the scores received for performance measures #9 (coordination with NFHP Science and Data Committee) and #10 (measuring progress), as none of the partnerships received a score that was 3.0 or more for former measure (Figure 5) and only one partnership scored as high as 3.0 for the latter measure (Figure 6).

Fish Habitat Partnerships

Seven of the seventeen (41%) Fish Habitat Partnerships received ≥ 70% of the total number of performance rating points available (28 points or higher); two of these seven had total scores that exceeded 80% of the available points (Figure 7). Of the ten Fish Habitat Partnerships that received less than 70% of the available points, only one fell below the 50% point total (20 points). The average age (years recognized) for the Fish Habitat Partnerships who received a total score of 28 points, or more, is 3.7 years (range = 2.7 to 4.2 years) and for those partnerships whose scores were < 28, the age averaged 2.3 years (range = 1.8 to 3.6 years).

Performance Measures – Review Team Discussion and Recommendations

Performance Measure #1 (addressing strategic priorities)

Fish Habitat Partnerships scored high for their support of fish habitat conservation projects that address their strategic priorities and/or the NFHP Final Interim Strategies, although if these priorities are interpreted broadly enough almost any project could be linked to them. Descriptive narratives detailing how the projects were addressing priorities was lacking in many cases, and there were instances where a few partnerships used their strategic goals/objectives as surrogates for their priorities. A few partnerships also included projects receiving NFHP funds that were not "fish habitat conservation projects."

Recommendations:

- Clarify that only fish habitat conservation projects as defined in the Board's Policies and Guidance for Fish Habitat Partnerships (October 2008) should be listed under this measure. This would exclude planning, assessment, or education projects that do not have a conservation outcome.

- Include all of the categories of fish habitat conservation projects as described in the Board's Guidance on the Use of the National Fish Habitat Partnership Brand (October 2009).

- Add a requirement that a narrative accompany each listed fish habitat conservation project that describes, with sufficient details, how it is addressing the relevant priority.

- Provide a template that better structures responses to this measure.

- Strengthen the guidance and criteria for developing strong strategic priorities that drive conservation outcomes.

Performance Measure #2 (use of project effectiveness measures)

There was a lack of clarity and consistency in how Fish Habitat Partnerships responded to this performance measure. In a number of responses, project outputs (i.e. immediate result of completing an activity) rather than its outcomes (i.e. desired end state) were identified. It was also difficult to determine whether the responses were short-term or long-term project effectiveness measures and, whether they were suitable for measuring project success.

Recommendations:

- Provide more guidance on what is meant by a conservation outcome.
- Provide a template that better structures responses to this measure.
- Focus on completing 2012 Board Priority #4 – development of standard effectiveness measures for conservation actions that address nationwide fish habitat focus areas.

Performance Measure #3 (focusing on the causes of fish habitat decline)

Fish Habitat Partnerships received high scores for their focus on supporting conservation projects that address the causes of fish habitat decline. However, the more important question may be whether or not the causes or processes being targeted by conservation projects are priority focus areas for the partnerships, which Performance Measure #1 may deal with more directly.

Recommendations:

- Provide a template that better structures responses to this measure.
- Revise the wording of Performance Measure #3 so that it uses the language from the Action Plan "Address the causes of and processes behind fish habitat decline, rather than the symptoms."
- Consider establishing a new measure that replaces the existing Performance Measure #3 so the focus is on the quality of the Fish Habitat Partnerships strategic priorities. Criteria could include - 1) specific geographic focus area where magnitude of expected dollars would make a difference, 2) use of resource assessment to specify habitat types and processes for conservation, 3) overlap with existing state wildlife management plans, and 4) overlap with NFHP Final Interim Strategies.

Performance Measure #4 (leveraging NFHP funds)

Fish Habitat Partnerships are doing a solid job with leveraging NFHP funds, though at this point only fish habitat conservation projects receiving funding through the US Fish and Wildlife Service's appropriations are being included in the performance review process. There are other conservation actions being taken that support Fish Habitat Partnership goals and objectives, which should be accounted for when trying to determine how well all available funds are being leveraged. This would also apply to funds being used to support operational functions of the Fish Habitat Partnerships.

Recommendations:

- Enhance Performance Measure #4 by gathering information about all Fish Habitat Partnership projects, including those the partnership implements through the use of funds that are not specifically appropriated for NFHP and projects that are not funded by NFHP sources or implemented by Fish Habitat Partnerships through other sources but are endorsed by the partnership because they address one or more of their strategic priorities.

- List funding by project rather than as an aggregate and identify federal vs. non-federal matching funds.

- Add a specific query about the Fish Habitat Partnership's operational funding (non-project) using the template previously developed (see Tab 10 in the July 2011 Board Meeting Book).

Performance Measure #5 (prioritizing projects for funding)

Most Fish Habitat Partnerships have good criteria and processes for prioritizing projects for funding. It was evident though, that some partnerships were not familiar with the criteria listed under section 1.10 in the FWS Manual 717 FW1.

Recommendations:

- Utilize the current suite of criteria that Fish Habitat Partnerships use to prioritize projects for funding to develop a template that describes a minimum benchmark set of criteria that should be used by all partnerships.

- As part of the formal response to Performance Measure #5, have Fish Habitat Partnerships include a copy of the specific rating criteria they use to rank individual project submissions.

Performance Measure #6 (level of engagement with other FHPs)

Fish Habitat Partnerships are relatively active in coordinating (and in some instances collaborating) with other neighboring partnerships, however the intent of this measure would be better served if it focused on understanding the outcomes that result from the coordination and collaborative efforts, rather than just whether it's occurring.

Recommendations:

- Revise the question associated with Performance Measure #6 so that it asks the Fish Habitat Partnerships to describe how they are engaged (i.e. coordination and collaboration) with regional partnerships and what that engagement has produced for outcomes.

- Meaningful engagement with a variety of regional partnerships (e.g. LCCs, Joint Ventures, watershed coalitions), beyond just other Fish Habitat Partnerships, should result in a higher performance rating.

Performance Measure #7 (use of resource condition assessments)

Performance Measure #7 needs to be better developed; the intent is an important one, but determining how a resource condition assessment is being used by the Fish Habitat Partnerships should be given more thought. Additionally, more than a few partnerships are still in the process of completing their resource condition assessments.

Recommendations:

- Focus the evaluation of Performance Measure #7 more on whether resource condition assessments are underway, or have been completed, and how assessment results are being used (i.e. identifying threats, establishing priorities, setting objectives) by the Fish Habitat Partnerships.

Performance Measure #8 (quality and quantity of outreach)

Performance Measure #8 provided useful responses from the Fish Habitat Partnerships and the rating guide was highly useful in determining their performance levels. Overall Fish Habitat Partnerships are doing well with sharing information and expanding their visibility. However, only a handful of partnerships are focused on tailoring activities and events to garner media coverage and even fewer are engaged in communications aimed at strengthening their relationships with policy-makers, including all levels of government and influential private organizations.

Recommendations:

- Task the Board's Partnership Committee with facilitating the development of strategies that assist Fish Habitat Partnerships with gaining media attention for key components of their work and communicating with pertinent policy-makers.

Performance Measure #9 (coordination with NFHP Science and Data Committee)

Performance Measure #9 generated the lowest average performance score (1.5) among the measures, so clearly there is a need for more focus on linkages between Fish Habitat Partnerships and the Board's Science and Data Committee.

Recommendations:

- Task the Board's Science and Data Committee with implementing processes that lead to better engagement with Fish Habitat Partnerships. The principal focus areas should include the development and review of scientific and data analysis methods; data transfer methods and policies; and, communicating science and data related information.

Performance Measure #10 (measuring progress)

Performance Measure #10 was among the measures that received a low average score (2.1). Fish Habitat Partnership responses to this measure varied widely, which made it difficult to discern the progress being made towards addressing their priorities.

Recommendations:

- Task the Board's Partnership Committee with developing guidance that assists in strengthening the milestones and targets partnerships use to track progress in achieving their strategic priorities and conservation outcomes.

- Provide a template that better structures responses to this measure. This should include breaking out short-term and long-term priorities; target dates for achieving each priority; and status of progress.

Fish Habitat Partnership Feedback – Review Team Discussion and Recommendations

Eleven of the seventeen recognized Fish Habitat Partnerships that participated in the performance evaluation test drive provided feedback on the process used and the outcomes generated. In general, these partnerships felt the process worked well, the measures were pertinent, and the outcomes were fair in their assessment of performance levels. However, there were a number of suggestions offered for improving the process overall. This included providing more clarity on the type of information needed to assess performance levels; allowing inclusion of supporting documentation for each of the responses; a summary of the Review Team's comments describing the reasoning behind each performance measure score; soliciting partnership feedback on the initial performance level outcomes prior to finalizing the scores; sharing the attributes associated with highly rated performance levels; and, expanding the period of time being covered by the evaluation.

Recommendations:

- Include the Review Team's reasoning behind the scores for each performance measure and provide Fish Habitat Partnerships with an opportunity to review and respond to the Review Team's initial scoring of their performance prior to finalizing the outcomes.

- Initiate the first "formal" performance evaluation of Fish Habitat Partnerships in January 2015, covering operational functions for a 3-year period (2012-2014), and repeat this process every 3 years thereafter.

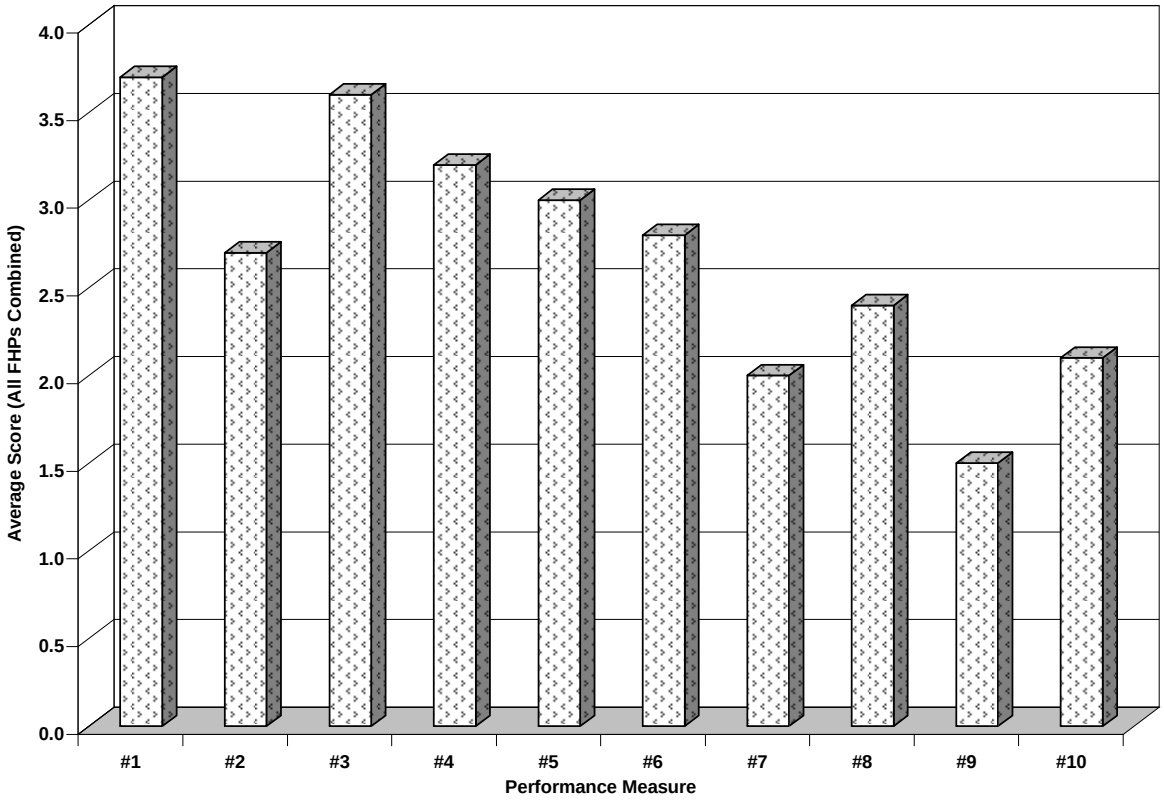

Figure 1. Average scores for the ten measures used to evaluate Fish Habitat Partnership performance levels.

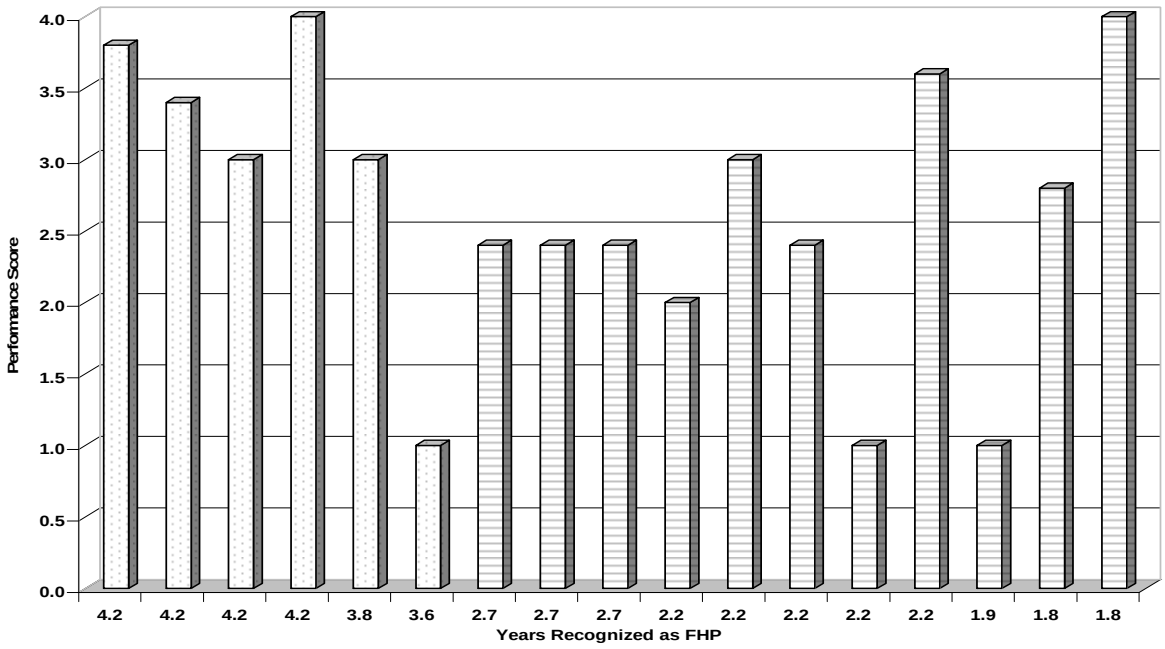

Figure 2. Fish Habitat Partnership scores for their use of project effectiveness measures (performance measure #2). Fish Habitat Partnerships are ranked from the oldest on the left to the youngest on the right.

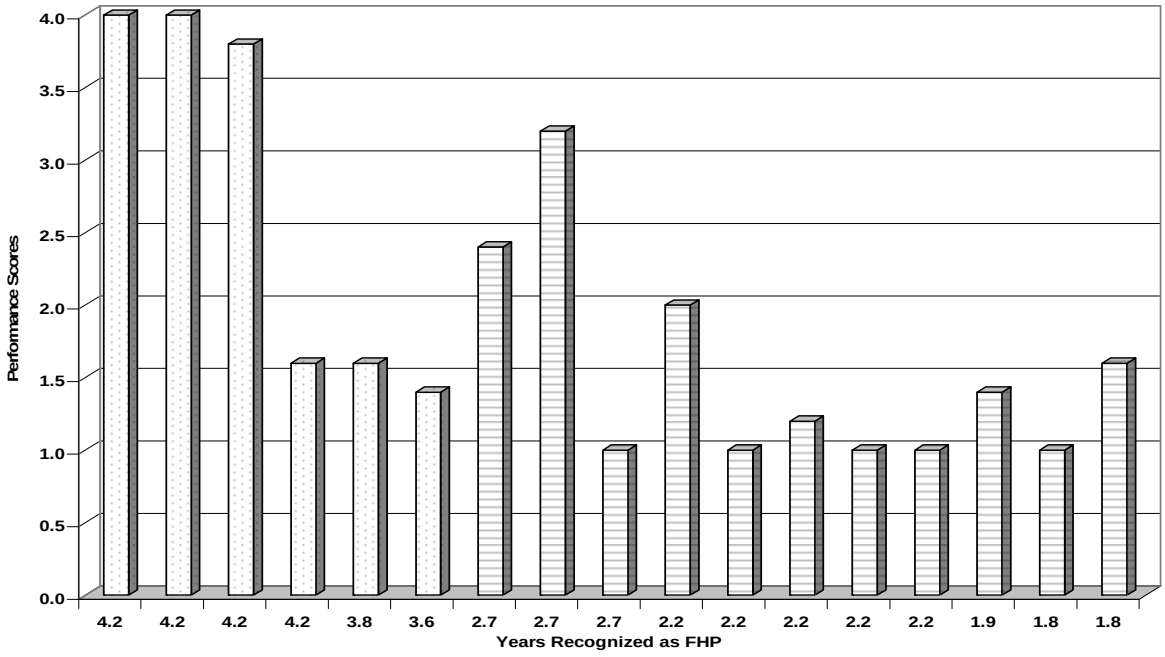

Figure 3. Fish Habitat Partnership scores for their use of resource condition assessments (performance measure #7). Fish Habitat Partnerships are ranked from the oldest on the left to the youngest on the right.

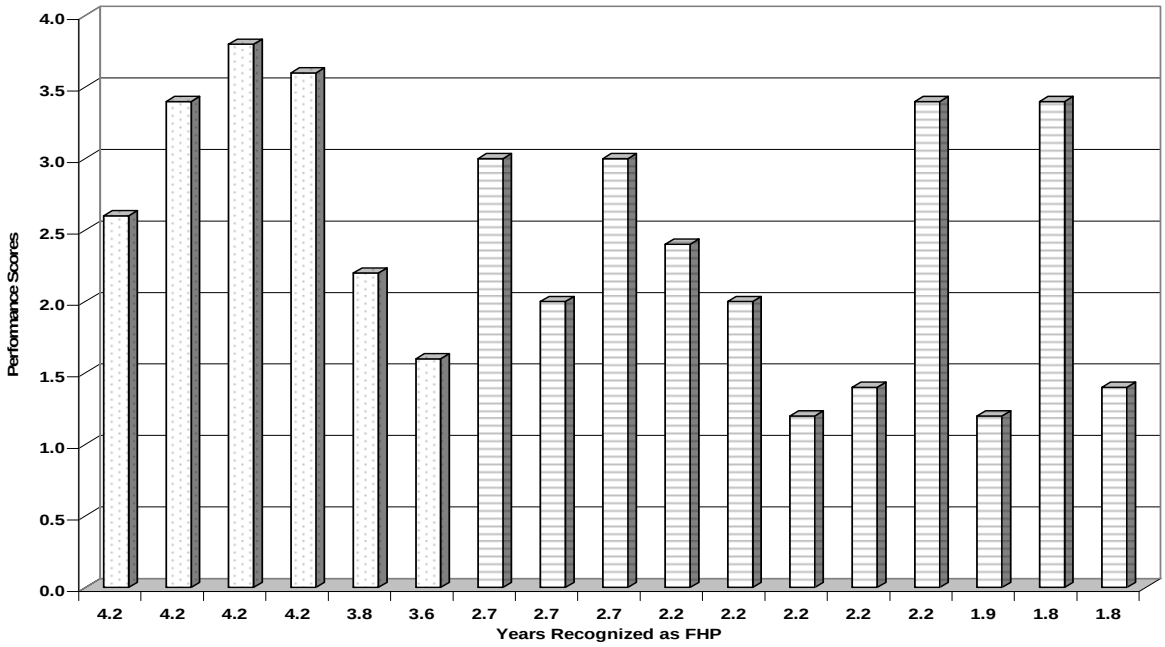

Figure 4. Fish Habitat Partnership scores for their quality and quantity of outreach (performance measure #8). Fish Habitat Partnerships are ranked from the oldest on the left to the youngest on the right.

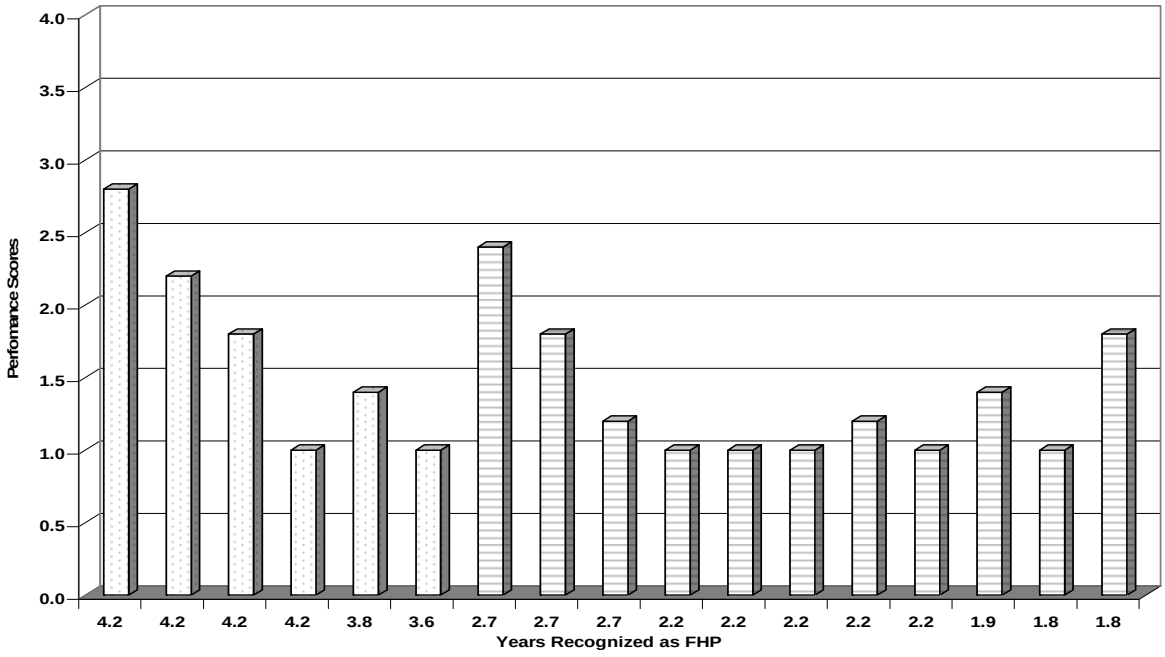

Figure 5. Fish Habitat Partnership scores for their coordination with NFHP Science and Data Committee (performance measure #9). Fish Habitat Partnerships are ranked from the oldest on the left to the youngest on the right.

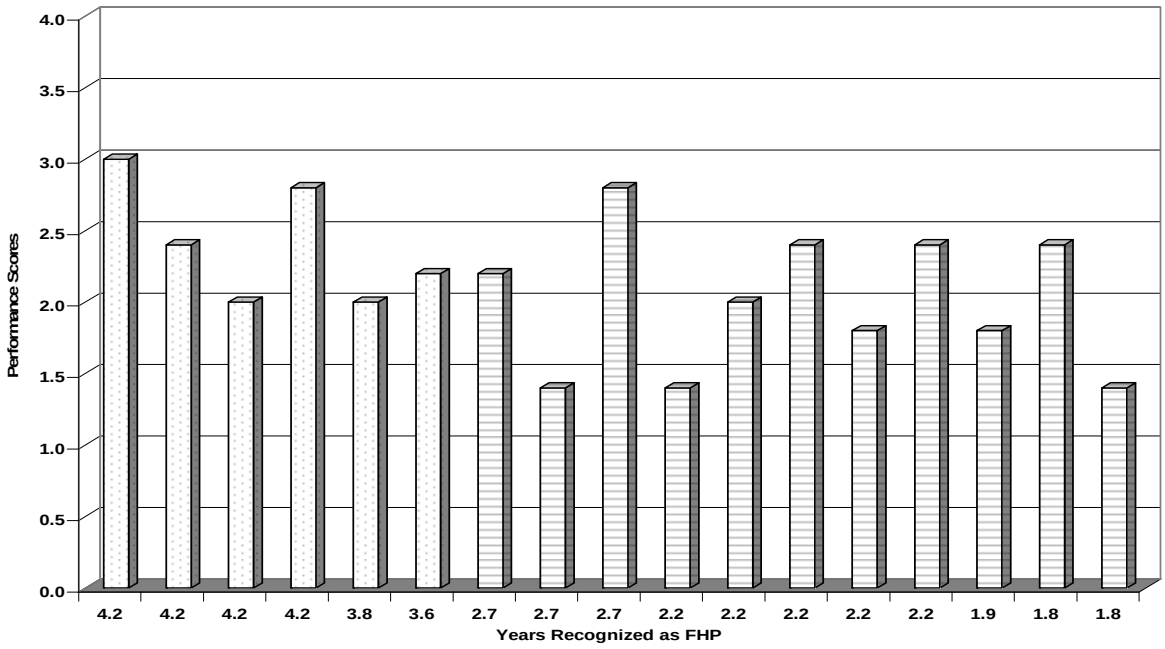

Figure 6. Fish Habitat Partnership scores for measuring progress (performance measure #10). Fish Habitat Partnerships are ranked from the oldest on the left to the youngest on the right.

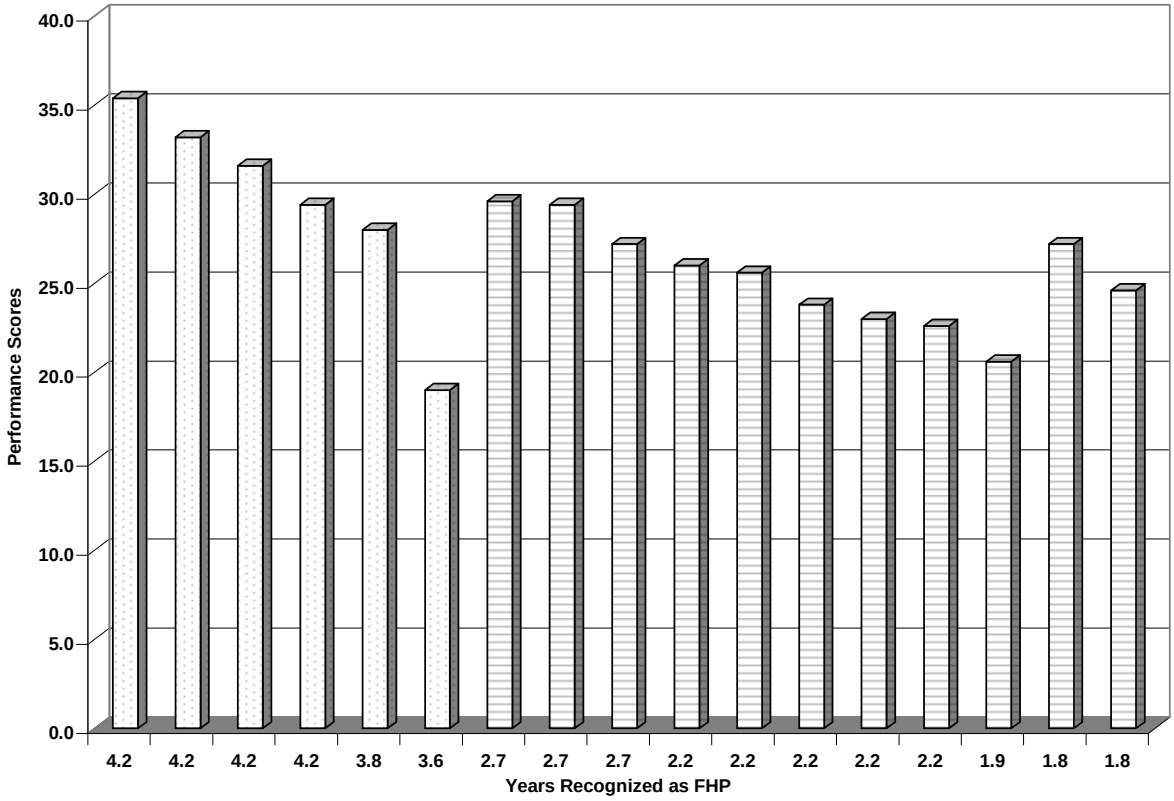

Figure 7. Fish Habitat Partnership performance scores (all measures combined). Fish Habitat Partnerships are ranked from the oldest on the left to the youngest on the right.

Appendix A

Fish Habitat Partnership Performance Measures (adopted by the Board on July 27, 2011)

1. Addressing FHP strategic priorities (i.e. geographic focus areas, habitat types, key stressors or impairments) and/or NFHAP Final Interim Strategies & Targets with fish habitat conservation projects.

2. Use of effectiveness measures (i.e. indicators that measure short and long term progress toward achieving desired conservation outcomes) for fish habitat conservation projects.

3. Focus on conservation projects that protect vulnerable fish habitats or address causes and processes behind fish habitat decline.

4. Leveraging NFHAP funds in fish habitat conservation projects recommended for funding.

5. Prioritizing fish habitat conservation projects for NFHAP funding.

6. Level of coordination (i.e. consulting, cooperating, and collaborating) with neighboring or overlapping FHPs and other regional habitat conservation planning entities.

7. Use of science-based resource condition assessments and/or analysis to identify priority conservation actions.

8. The quality and quantity of outreach aimed at raising awareness and understanding of the FHP's strategic priorities, its conservation activities, and changes in habitat conditions.

9. Coordination of FHP aquatic resources data and regional assessment information with the NFHAP Science and Data Committee for use with the national information system.

10. Measuring progress and achieving FHP goals & objectives and/or NFHAP Final Interim Strategies & Targets.

Appendix B

Fish Habitat Partnership Performance Evaluation Form

Instructions: The ten performance measures listed on the following pages are being "test driven" at the request of the Board. Please be aware that these measures are not aimed at evaluating the fish habitat conservation projects themselves, but rather the processes by which your FHP selects the projects it supports in conjunction with how your partnership executes its core operational functions (i.e. coordination, scientific assessment, strategic planning, data management, project administration, communications, and outreach). Please provide a complete description of the information requested for each performance measures as the review team will rely on your responses when assessing your FHP's level of performance, using a scale of 1 to 4 (low to high). The time period that is being covered by this performance evaluation test drive is the 2011 calendar year (Jan 1 – Dec 31).

Performance Measures

1. List the title of each of your FHP's fish habitat conservation projects approved for funding during calendar year 2011 and identify the specific strategic priority (i.e. geographic focus areas, habitat types, key stressors or impairments) and/or the NFHAP Final Interim Strategies & Targets each project addresses.

   Note: The intent of this measure #1 is to evaluate the level to which an FHP is addressing its strategic priorities and/or NFHAP Final Interim Strategies & Targets with fish habitat conservation projects. The Performance Review Team will use the criteria listed below to guide its assessment of performance for this measure.

   a. Less than 70% of the FHP's fish habitat conservation projects during the 2011 calendar year clearly focused on addressing FHP strategic priorities and/or NFHAP Final Interim Strategies & Targets (1 point).
   b. 70% to 79% of the FHP's fish habitat conservation projects during the 2011 calendar year clearly focused on addressing FHP strategic priorities and/or NFHAP Final Interim Strategies & Targets (2 points).
   c. 80% to 89% of the FHP's fish habitat conservation projects during the 2011 calendar year clearly focused on addressing FHP strategic priorities and/or NFHAP Final Interim Strategies & Targets (3 points).
   d. 90% or more of the FHP's fish habitat conservation projects during the 2011 calendar year clearly focused on addressing FHP strategic priorities and/or NFHAP Final Interim Strategies & Targets (4 points).

2. Describe the indicators that are being used to measure short and long term progress toward achieving desired conservation outcomes (effectiveness measures) for each of fish habitat conservation projects identified under #1.

   Note: The intent of measure #2 is to evaluate the level to which an FHP is using indicators that measure short and long term progress toward achieving desired conservation outcomes for its fish habitat conservation projects. The Performance Review Team will use the criteria listed below to guide its assessment of performance for this measure.

   a. Less than 50% of the FHP's fish habitat conservation projects during the 2011 calendar year clearly identified and employed effectiveness measures (1 point).
   b. 50% to 69% of the FHP's fish habitat conservation projects during the 2011 calendar year clearly identified and employed effectiveness measures (2 points).

c. 70% to 89% of the FHP's fish habitat conservation projects during the 2011 calendar year clearly identified and employed effectiveness measures (3 points).
d. 90% or more of the FHP's fish habitat conservation projects during the 2011 calendar year clearly identified and employed effectiveness measures (4 points).

3. Describe the vulnerable fish habitat that is protected or the causes and processes behind fish habitat decline that are being addressed by each of each of fish habitat conservation projects identified under #1.

Note: The intent of measure #3 is to evaluate the level to which an FHP focuses on conservation projects that protect vulnerable fish habitats or address causes and processes behind fish habitat decline. The Performance Review Team will use the criteria listed below to guide its assessment of performance for this measure.

a. Less than 50% of the FHP's fish habitat conservation projects during the 2011 calendar year clearly focus on protecting vulnerable fish habitats or addressing the causes and processes behind fish habitat decline (1 point).
b. 50% to 69% of the FHP's fish habitat conservation projects during the 2011 calendar year clearly focus on protecting vulnerable fish habitats or addressing the causes and processes behind fish habitat decline (2 points).
c. 70% to 89% of the FHP's fish habitat conservation projects during the 2011 calendar year clearly focus on protecting vulnerable fish habitats or addressing the causes and processes behind fish habitat decline (3 points).
d. 90% or more of the FHP's fish habitat conservation projects during the 2011 calendar year clearly focus on protecting vulnerable fish habitats or addressing the causes and processes behind fish habitat decline (4 points).

4. In aggregate for all the projects listed under #1, what is the total amount of NFHAP funds (i.e. US Fish and Wildlife Service NFHAP funds) allocated in support of these projects and what is the total amount of funding from all other sources?

NFHAP Funds =

All Other Funds =

Note: The intent of measure #4 is to evaluate the level to which an FHP is leveraging NFHAP funds in the fish habitat conservation projects it supports. The Performance Review Team will use the criteria listed below to guide its assessment of performance for this measure.

a. In aggregate, the FHP's fish habitat conservation projects during the 2011 calendar year were supported by less than a 1:1 match for the NFHAP funds (1 point).
b. In aggregate, the FHP's fish habitat conservation projects during the 2011 calendar year were supported by a 1:1 to 1.5:1 match for the NFHAP funds (2 points).
c. In aggregate, the FHP's fish habitat conservation projects during the 2011 calendar year were supported by a 1.6:1 to 2:1 match for the NFHAP funds (3 points).
d. In aggregate, the FHP's fish habitat conservation projects during the 2011 calendar year were supported by more than a 2:1 match for the NFHAP funds (4 points).

5. Describe the process and the criteria your FHP used to prioritize the fish habitat conservation projects listed under #1.

Note: The intent of measure #5 is to evaluate the process an FHP is using to prioritize fish habitat conservation projects for NFHAP funding. The Performance Review Team will use the criteria listed below to guide its assessment of performance for this measure.

a. The FHP's process for prioritizing fish habitat conservation projects for NFHAP funding during the 2011 calendar year had no clear rating standards in place (1 point).
b. The FHP's process for prioritizing fish habitat conservation projects for NFHAP funding during the 2011 calendar year had clear rating standards in place but they only partially meet the criteria listed under 1.10 in FWS Manual 717 FW1 (2 points).
c. The FHP's process for prioritizing fish habitat conservation projects during the 2011 calendar year had clear rating standards in place that meet all the criteria listed under 1.10 in FWS Manual 717 FW1 (3 points).
d. The FHP's process for prioritizing fish habitat conservation projects for NFHAP funding during the 2011 calendar year has clear rating standards in place that are more comprehensive than the criteria listed under 1.10 in FWS Manual 717 FW1 (4 points).

6. Describe the ways your FHP engaged (i.e. coordinated, collaborated, cooperated, and consulted) with neighboring or overlapping FHPs and other regional habitat conservation entities during the 2011 calendar year.

Note: The intent of measure #6 is to evaluate the level to which an FHP is engaging (i.e. consultation, coordination, collaboration) neighboring or overlapping FHPs and other regional habitat conservation entities. The Performance Review Team will use the criteria listed below to guide its assessment of performance for this measure.

a. The level of engagement with neighboring or overlapping FHPs and other regional habitat conservation entities during the 2011 calendar year only included consultations (1 point).
b. The level of engagement with neighboring or overlapping FHPs and other regional habitat conservation entities during the 2011 calendar year included consultation and coordination (2 points).
c. The level of engagement with neighboring or overlapping FHPs and other regional habitat conservation entities during the 2011 calendar year included collaboration on a joint project (3 points).
d. The level of engagement with neighboring or overlapping FHPs and other regional habitat conservation entities during the 2011 calendar year included collaboration on multiple joint projects (4 points).

7. Describe your FHP's use of science-based resource condition assessments and/or analysis to identify the priority conservation actions undertaken during the 2011 calendar year.

Note: The intent of measure #7 is to evaluate the level to which an FHP is using science-based resource condition assessments and/or analysis to identify its priority conservation actions. The Performance Review Team will use the criteria listed below to guide its assessment of performance for this measure.

a. The FHP's use of science-based resource condition assessments and/or analysis assisted with identifying no more than one priority conservation action during the 2011 calendar year (1 point).
b. The FHP's use of science-based resource condition assessments and/or analysis assisted with identifying two to three priority conservation actions during the 2011 calendar year (2 points).
c. The FHP's use of science-based resource condition assessments and/or analysis assisted with identifying four to five priority conservation actions during the 2011 calendar year (3 points).
d. The FHP's use of science-based resource condition assessments and/or analysis assisted with identifying more than five priority conservation actions during the 2011 calendar year (4 points).

8. Describe the outreach aimed at raising awareness and understanding of your FHP's strategic priorities (i.e. geographic focus areas, habitat types, key stressors or impairments), its conservation activities, and changes in habitat conditions that occurred during the 2011 calendar year.

Note: The intent of measure #8 is to evaluate the quality and quantity of outreach an FHP aims towards raising awareness and understanding of the FHP's strategic priorities, its conservation activities, and changes in habitat conditions. The Performance Review Team will use the criteria listed below to guide its assessment of performance for this measure.

a. The FHP's outreach effort during the 2011 calendar year was limited to information sharing (1 point).
b. The FHP's outreach effort during the 2011 calendar year included information sharing and building broader visibility among local and regional partners (2 points).
c. The FHP's outreach effort during the 2011 calendar year included information sharing, building broader visibility among local and regional partners, and tailoring activities and events to garner media coverage (3 points).
d. The FHP's outreach effort during the 2011 calendar year included information sharing, building broader visibility among local and regional partners, tailoring activities and events to garner media coverage and developing strategic communications aimed at strengthening relationships among policy-makers (4 points).

9. Describe the ways that your FHP coordinated its aquatic resource data and regional assessment information with the NFHAP Science and Data Committee during the 2011 calendar year.

Note: The intent of measure #9 is to evaluate the level to which an FHP is coordinating its aquatic resources data and/or regional assessment information with the NFHAP Science and Data Committee for use with the national information system:

a. The FHP's efforts to facilitate information exchange with the NFHAP Science and Data Committee during the 2011 calendar year were minimal (1 point).
b. The FHP facilitated information exchange with the NFHAP Science and Data Committee during the 2011 calendar year by providing regional data sets or project outcomes for integration into the NFHAP National Assessment (2 points).
c. The FHP facilitated information exchange with the NFHAP Science and Data Committee during the 2011 calendar year by providing regional data sets and project outcomes for integration into the NFHAP National Assessment (3 points).
d. The FHP facilitated information exchange with the NFHAP Science and Data Committee during the 2011 calendar by providing regional data sets and project outcomes for integration into the NFHAP National Assessment; and, the information and data related to project evaluations were described in an annual report (4 points).

10. List your FHP's strategic priorities (i.e. geographic focus areas, habitat types, key stressors or impairments) and describe the progress that has been made toward achieving these priorities during the 2011 calendar year. Also include an assessment on whether your FHP feels it's on track with the anticipated schedule for accomplishing each of these priorities.

Note: The intent of measure #10 is to evaluate the level to which an FHP is measuring progress towards achieving its strategic priorities.

a. The FHP made limited progress toward achieving its strategic priorities during the 2011 calendar year (1 point).

b. The FHP made progress toward achieving its strategic priorities during the 2011 calendar year, but is behind its anticipated schedule for completion (2 points).
c. The FHP made progress towards achieving its strategic priorities during the 2011 calendar year and is on track or ahead of its anticipated schedule for completion (3 points).
d. The FHP has achieved one ore more of its strategic priorities during the 2011 calendar year (4 points).

Appendix C

Regional Teleconferences with Fish Habitat Partnerships

Call Date: October 12, 2011

- Driftless Area Restoration Effort (DARE): Jeff Hastings and Louise Mauldin
- Ohio River Basin Fish Habitat Partnership (ORBFHP): Nate Caswell
- Great Lakes Basin Fish Habitat Partnership (GLBFHP): Mark Brouder and Phil Schneeberger
- Midwest Glacial Lakes Partnership (MGLP): Pat Rivers
- Others participants: Maureen Gallagher (FWS), Tom Busiahn (FWS), Andrea Ostroff (USGS), and Steve Perry (NFHB)

Call Date: October 13, 2011

- Atlantic Coastal Fish Habitat Partnership (ACFHP): Emily Greene
- Eastern Brook Trout Joint Venture (EBTJV): Doug Stang
- Reservoir Fish Habitat Partnership (RFHP): Jeff Boxrucker
- Southeast Aquatic Resource Partnership (SARP): Scott Robinson
- Others participants: Tom Busiahn (FWS) and Steve Perry (NFHB)

Call Date: October 17, 2011

- Fishers and Farmers Partnership (FFP): Heidi Keuler
- Others participants: Steve Perry (NFHB)

Call Date: October 25, 2011

- Desert Fish Habitat Partnership (DFHP): Kayla Barrett, Stephanie Carman, and Jeff Sorenson
- Great Plains Fish Habitat Partnership (GPFHP): Steve Krentz
- Hawaii Fish Habitat Partnership (HIFHP): Gordon Smith and Robert Nishimoto
- Western Native Trout Initiative (WNTI): Robin Knox
- Others participants: Colin Hume (FWS), Scott Roth (FWS), Andrea Ostroff (USGS), and Steve Perry (NFHB)

Call Date: October 27, 2011

- California Fish Passage Forum (CFPF): Donald Radcliff
- Kenai Peninsula Fish Habitat Partnership (KPFHP): Robert Ruffner
- Mat-Su Basin Fish Habitat Partnership (MatSu): Corinne Smith
- Southwest Alaska Fish Habitat Partnership (SWAK): Tim Troll
- Others participants: Cecil Rich (FWS), David Wigglesworth (FWS), Tom Busiahn (FWS), Stan Allen (PSMFC) and Steve Perry (NFHB)