



**Office of
Financial Management**
STATE OF WASHINGTON

Activity Inventory Performance Measure Assessment

Department of Fish and Wildlife

April 20, 2007

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Based on a review of the following: The agency strategic plan, the budget activity inventory, and an interview with the agency contacts

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Current Strengths and Good Practices

- Generally, the annual data was available for the last complete year.
- The reliability and cost-effectiveness of the performance measures are generally good because the scientific nature of the work already demands data and record keeping systems.
- Most of the budget activity measures are also tracked internally as a part of the agency's strategic plan.
- For the most part, the language of the measures is clear and understandable to an outsider, despite the scientific nature of the subjects.

Comments About the Budget Activity Measures

- The agency has numerous performance measures in the performance management tracking system that OFM is not currently choosing to publish. However, the agency continues to update the measures with current data.
- Many of the budget activities reference fish and wildlife, but only fish-oriented measures are currently tracked in the performance measure tracking system.
- The agency predominantly relies on counts of outputs to try and tell the performance story of the budget activities. Knowing that there are more or less of something such as reports or plans completed does not really explain the benefit of the agency's efforts.

Potential Improvements

1. The agency has a number of key budget activities that are not linked to any performance measures, making it difficult to answer questions about agency performance and effectiveness during budget discussions.
2. Where practical and meaningful, data now reported by the agency annually should be reported quarterly. For measures best tracked by annual counts, any data available back to 1999 should be entered into the performance measure tracking system to provide history and context to current performance.
3. Where meaningful, activities relating to the management of fish and wildlife populations should also have some measure of successful wildlife outcomes in addition to the fish measures.
4. Many of the output measures should be replaced or combined with an outcome or a process-level efficiency measure to tell a better story of agency performance.
5. The agency and the OFM Budget Analyst should consider the example alternate measures listed in the general comments section of the detail analysis pages to see if any of those suggestions would tell a better story of agency performance than the current measure.

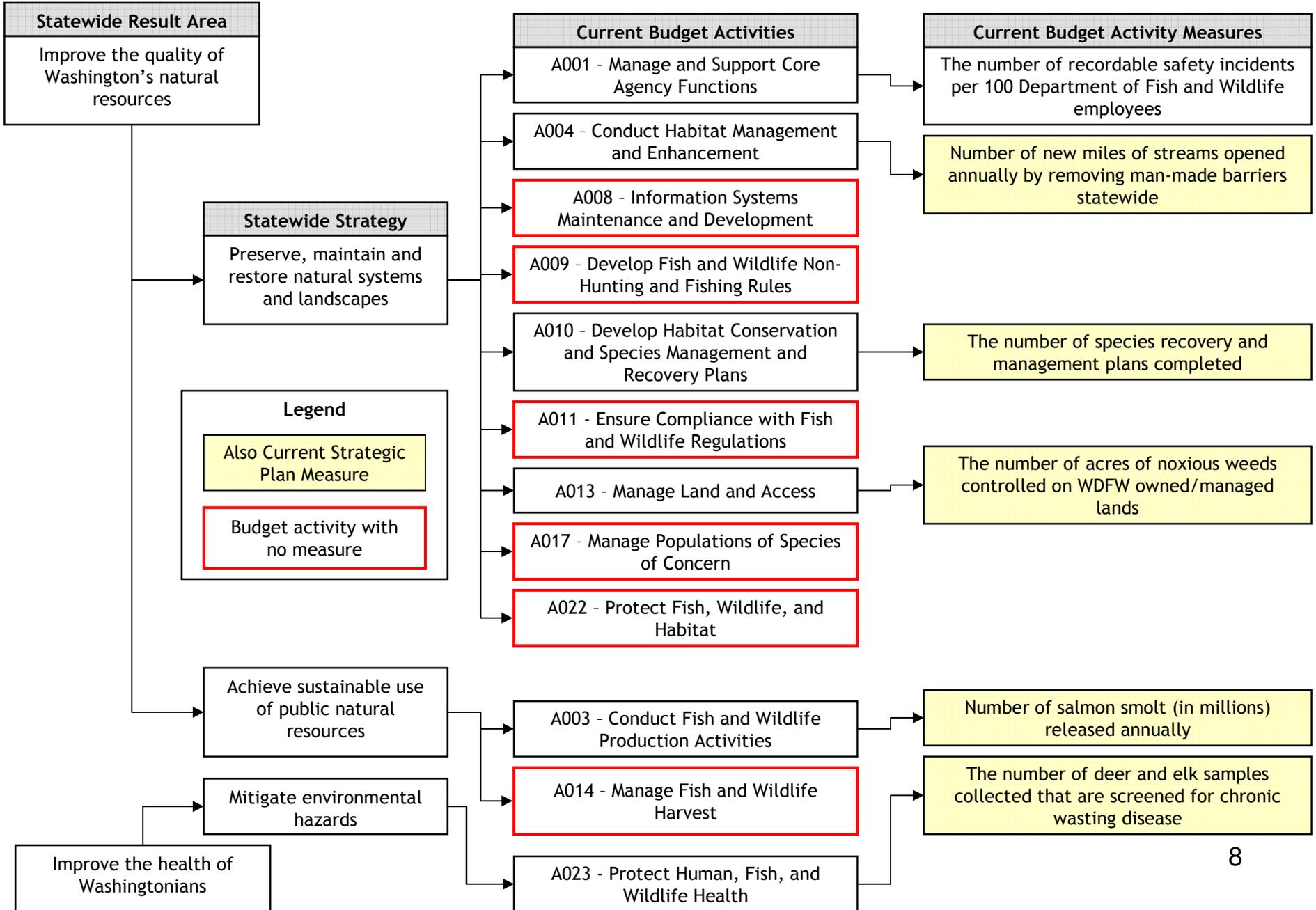
Analysis of Current Activity Measure Data

- The annual reporting cycle of all the measures except one precluded any statistical analysis because of a lack of data points.
- In the one measure that did allow for some analysis, “Recordable Safety Incidents”, the variation patterns are stable and predictable. Unless one of the process elements changes, future results will be similar to the current baseline.

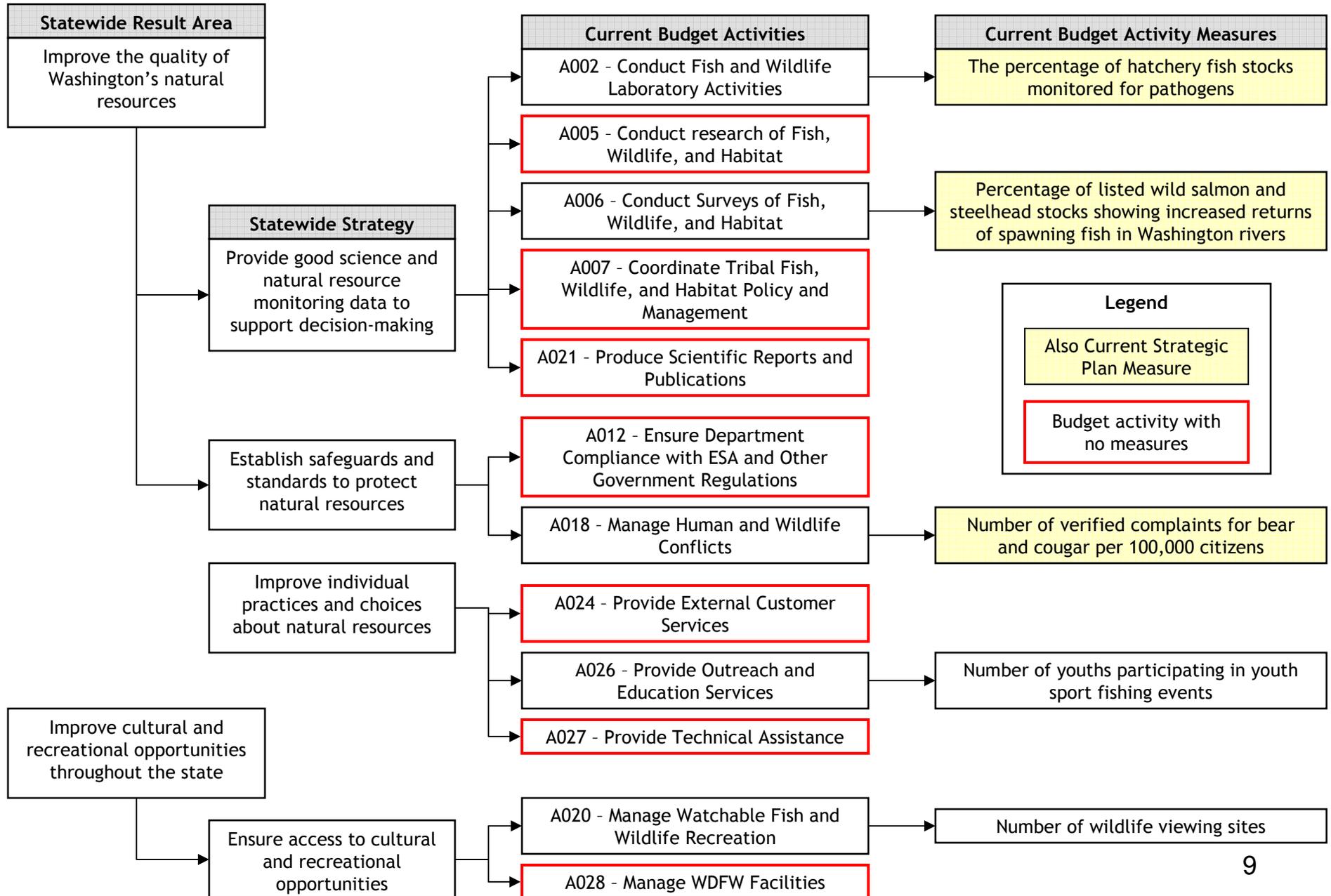
Agency Comments and Future Actions

- During the 2007-09 strategic planning process, WDFW reevaluated and reduced the activity measures currently tracked by OFM. The agency will continue to refine both activity and performance measures as they strategically prioritize agency initiatives.
- WDFW is currently rewriting its performance measures to combine outputs with outcomes.
- WDFW has developed a new data management system that allows for more frequent reporting cycles. Where appropriate, activity measures that currently only have annual data will receive more frequent quarterly updates.

Budget Activity & Performance Measures

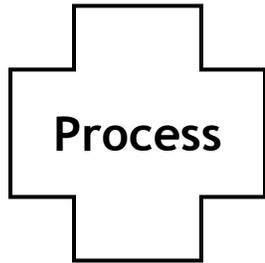


Budget Activity & Performance Measures (cont.)



Budget Activity Measure Perspectives

⑤ Process characteristics the customers/stakeholders want



⑥ Process characteristics the agency wants

The number of recordable safety incidents per 100 Department of Fish and Wildlife employees

⑥

The percentage of hatchery fish stocks monitored for pathogens

⑥

Number of verified complaints for bear and cougar per 100,000 citizens

⑤

The number of deer and elk samples collected that are screened for chronic wasting disease

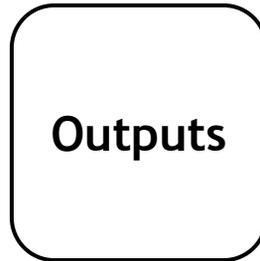
⑥

Legend

Budget Activity Measure

Strategic Plan and Budget Activity Measure

③ Product/service attributes customers/stakeholders want



④ Product/service attributes the agency wants

Number of new miles of streams opened annually by removing man-made barriers statewide

④

The number of species recovery and management plans completed

④

The number of acres of noxious weeds controlled on WDFW owned/managed lands

③

Number of salmon smolt (in millions) released annually

③

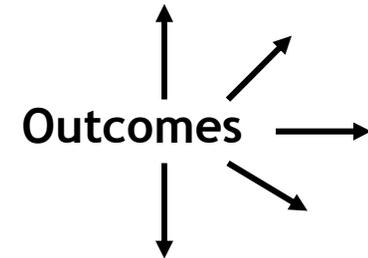
Number of youths participating in youth sport fishing events

③

Number of wildlife viewing sites

③

① Customer/stakeholder desired outcomes



② Agency desired outcomes

Percentage of listed wild salmon and steelhead stocks showing increased returns of spawning fish in Washington rivers

①

Activity Measure Assessment - Recordable Safety Incidents

Performance Measure Description: Safety incidents severe enough to report to report to Labor and Industries

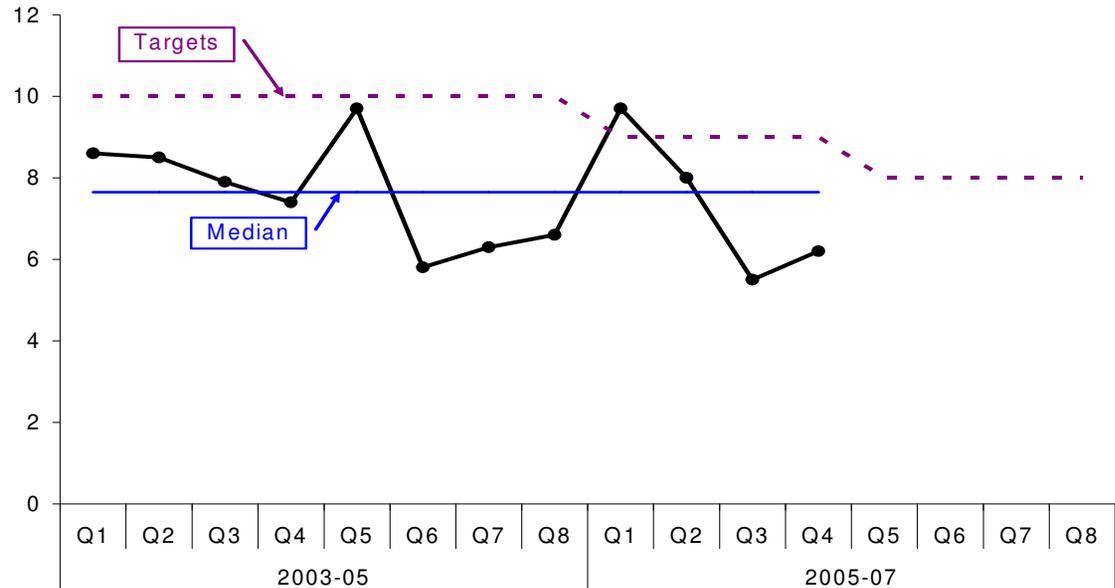
Budget Activity Links: A001 - Manage and Support Core Agency Functions

Category of Measure: A process-level measure of an undesirable characteristic

Analysis of Variation: The variation is stable and predictable. There is no indication of change, and future results should be close to the median.

Analysis of Targeted vs. Actual Performance: With the exception of one quarter, actual performance always exceeds the targets. However, the decreasing targets do not match the stable nature of the variation.

The Number of Recordable Safety Incidents per 100 Department of Fish and Wildlife Employees



Comments About Desirable Characteristics

Relevance: If about 8% of the agency workforce is involved in a significant safety incident every quarter, this is very relevant.

Timeliness: It looks like there is a two quarter delay in the data.

Understandability: "Recordable Safety Incident" is Labor & Industries jargon, but it is fairly easy to understand.

Reliability: Relies on self-reporting data.

Comparability: This seems very high. How does it compare with other agencies that have officers in the field?

Cost Effectiveness: This information is already collected by agency safety personnel.

General Comments & Explanations:

Activity Measure Assessment - Hatchery Fish Monitored for Pathogens

<p>Performance Measure Description: Percentage of restocking fish tested for known diseases before release into the wild.</p>	<p style="text-align: center;">The Percentage of Hatchery Fish Stocks Monitored for Pathogens</p> <table border="1"> <caption>Data for The Percentage of Hatchery Fish Stocks Monitored for Pathogens</caption> <thead> <tr> <th>Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2002-03</td> <td>100</td> <td>95</td> </tr> <tr> <td>2003-04</td> <td>95</td> <td>95</td> </tr> <tr> <td>2004-05</td> <td>95</td> <td>95</td> </tr> <tr> <td>2005-06</td> <td>100</td> <td>95</td> </tr> <tr> <td>2006-07</td> <td>-</td> <td>95</td> </tr> <tr> <td>2007-08</td> <td>-</td> <td>98</td> </tr> <tr> <td>2008-09</td> <td>-</td> <td>100</td> </tr> </tbody> </table>	Year	Actual Performance (%)	Target (%)	2002-03	100	95	2003-04	95	95	2004-05	95	95	2005-06	100	95	2006-07	-	95	2007-08	-	98	2008-09	-	100
Year		Actual Performance (%)	Target (%)																						
2002-03		100	95																						
2003-04		95	95																						
2004-05		95	95																						
2005-06	100	95																							
2006-07	-	95																							
2007-08	-	98																							
2008-09	-	100																							
<p>Budget Activity Links: A002 - Conduct Fish and Wildlife Laboratory Activities</p>																									
<p>Category of Measure: A process-level characteristic of hatchery management</p>																									
<p>Analysis of Variation: Not enough data for any analysis, but the swings between 95% and 100% beg the question, "What happened in 2003-05?"</p>																									
<p>Analysis of Targeted vs. Actual Performance: Actual performance meets or exceeds targets every year. The increasing target suggest the agency has a strategy to ensure 100% testing.</p>																									

Comments About Desirable Characteristics		General Comments & Explanations:
<p>Relevance: What about the wildlife portion of this budget activity?</p>	<p>Timeliness: Annual data is rarely timely. However, an annual cycle is appropriate for this type of measure, and the most recent complete year's data is available.</p>	
<p>Understandability: Good</p>	<p>Reliability: High - Based on the quality of the scientific methodologies used.</p>	
<p>Comparability: Unknown</p>	<p>Cost Effectiveness: Good - Record keeping for this data is already part of the hatchery management process.</p>	

Example alternate measure: Test result timeliness

Activity Measure Assessment - Salmon Smolt Released

<p>Performance Measure Description: The number of hatchery-raised juvenile salmon released every year.</p>	<p style="text-align: center;">Number of Salmon Smolt Released Annually (in millions)</p> <table border="1"> <caption>Number of Salmon Smolt Released Annually (in millions)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Actual (Millions)</th> <th>Target (Millions)</th> </tr> </thead> <tbody> <tr> <td>2001-02</td> <td>163</td> <td>160</td> </tr> <tr> <td>2002-03</td> <td>168</td> <td>160</td> </tr> <tr> <td>2003-04</td> <td>170</td> <td>160</td> </tr> <tr> <td>2004-05</td> <td>168</td> <td>160</td> </tr> <tr> <td>2005-06</td> <td>160</td> <td>160</td> </tr> <tr> <td>2006-07</td> <td>153</td> <td>160</td> </tr> <tr> <td>2007-08</td> <td>159</td> <td>160</td> </tr> <tr> <td>2008-09</td> <td>159</td> <td>160</td> </tr> </tbody> </table>	Fiscal Year	Actual (Millions)	Target (Millions)	2001-02	163	160	2002-03	168	160	2003-04	170	160	2004-05	168	160	2005-06	160	160	2006-07	153	160	2007-08	159	160	2008-09	159	160
Fiscal Year		Actual (Millions)	Target (Millions)																									
2001-02		163	160																									
2002-03		168	160																									
2003-04		170	160																									
2004-05	168	160																										
2005-06	160	160																										
2006-07	153	160																										
2007-08	159	160																										
2008-09	159	160																										
<p>Budget Activity Links: A003 - Conduct Fish and Wildlife Production Activities</p>																												
<p>Category of Measure: An output of the hatchery process</p>																												
<p>Analysis of Variation: Not enough data for any analysis</p>																												
<p>Analysis of Targeted vs. Actual Performance: Actual performance meets or exceeds targets every year.*</p>																												

Comments About Desirable Characteristics		General Comments & Explanations:
<p>Relevance: What about the wildlife portion of this budget activity?</p>	<p>Timeliness: Annual data is rarely timely. However, an annual cycle is appropriate for this type of measure, and the most recent complete year's data is available.</p>	
<p>Understandability: "Salmon smolt" is a scientific term that might not be understood by most readers.</p>	<p>Reliability: High - Based on the quality of the scientific methodologies used.</p>	
<p>Comparability: Unknown</p>	<p>Cost Effectiveness: Good - Record keeping for this data is already part of the hatchery management process.</p>	

Activity Measure Assessment - New Miles of Streams Opened

<p>Performance Measure Description: No additional information provided by agency.</p>	<p style="text-align: center;">Number of New Miles of Streams Opened Annually by Removing Man-Made Barriers Statewide</p> <table border="1"> <caption>Data for Number of New Miles of Streams Opened Annually</caption> <thead> <tr> <th>Year</th> <th>Actual Performance (Miles)</th> <th>Target (Miles)</th> </tr> </thead> <tbody> <tr> <td>2000-01</td> <td>310</td> <td>300</td> </tr> <tr> <td>2001-02</td> <td>340</td> <td>300</td> </tr> <tr> <td>2002-03</td> <td>340</td> <td>300</td> </tr> <tr> <td>2003-04</td> <td>310</td> <td>300</td> </tr> <tr> <td>2004-05</td> <td>420</td> <td>320</td> </tr> <tr> <td>2005-06</td> <td>480</td> <td>320</td> </tr> <tr> <td>2006-07</td> <td>-</td> <td>320</td> </tr> <tr> <td>2007-08</td> <td>-</td> <td>320</td> </tr> <tr> <td>2008-09</td> <td>-</td> <td>320</td> </tr> </tbody> </table>	Year	Actual Performance (Miles)	Target (Miles)	2000-01	310	300	2001-02	340	300	2002-03	340	300	2003-04	310	300	2004-05	420	320	2005-06	480	320	2006-07	-	320	2007-08	-	320	2008-09	-	320
Year		Actual Performance (Miles)	Target (Miles)																												
2000-01		310	300																												
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2004-05	420	320																													
2005-06	480	320																													
2006-07	-	320																													
2007-08	-	320																													
2008-09	-	320																													
<p>Budget Activity Links: A004 - Conduct Habitat Management and Enhancement</p>																															
<p>Category of Measure: An output of the barrier selection and removal processes</p>																															
<p>Analysis of Variation: Not enough data for any analysis, although the last two years are considerably larger than the previous.*</p>																															
<p>Analysis of Targeted vs. Actual Performance: Actual performance meets or exceeds targets every year.</p>																															

<p style="text-align: center;">Comments About Desirable Characteristics</p>		<p>General Comments & Explanations:</p>
<p>Relevance: Good</p>	<p>Timeliness: Annual data is rarely timely. However, an annual cycle is appropriate for this type of measure, and the most recent complete year's data is available.</p>	
<p>Understandability: Good</p>	<p>Reliability: The measure is biased toward longer streams, since removing one barrier could free up many miles of water.</p>	
<p>Comparability: Unknown</p>	<p>Cost Effectiveness: Someone has to calculate how many miles downstream were affected by the removal of the barrier.</p>	

Activity Measure Assessment - Increasing Spawning Fish Returns

Performance Measure Description: “Listed” refers to species on a watch or endangered list.

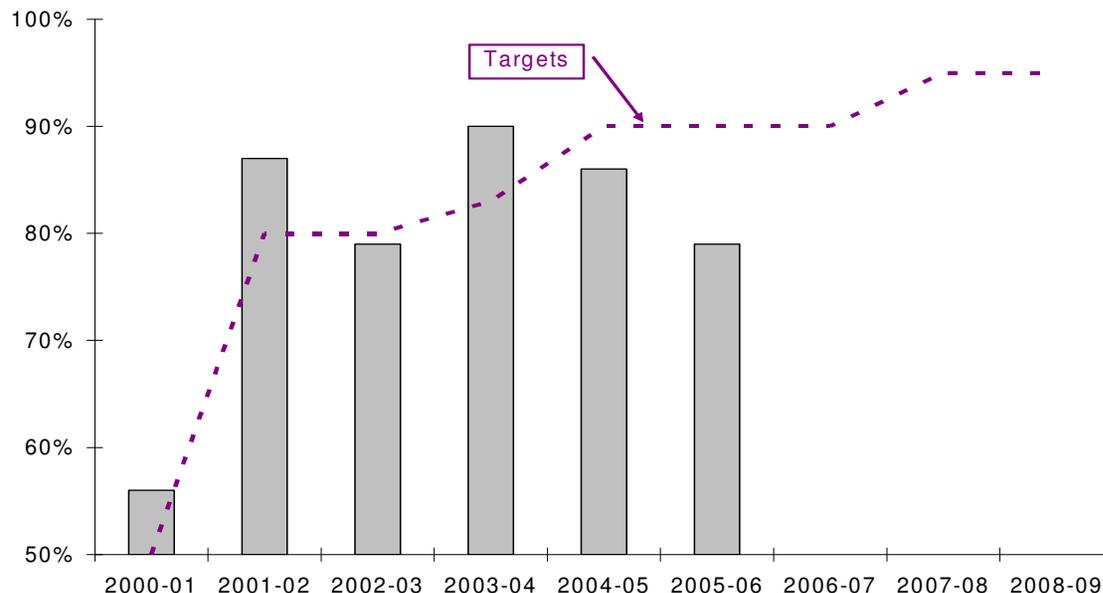
Budget Activity Links: A006 - Conduct Surveys of Fish Wildlife and Habitat

Category of Measure: A desirable outcome of many processes designed to protect fish and their habitat

Analysis of Variation: There is not enough data for any analysis. However, the jump from 2000-01 to 2001-02 seems abnormally large, indicating something may have changed in the process.*

Analysis of Targeted vs. Actual Performance: The only serious (-10%) difference between targeted and actual performance was in the last year reported (2005-06).

Percentage of Listed Wild Salmon and Steelhead Stocks Showing Increased Returns of Spawning Fish in Washington Rivers



Comments About Desirable Characteristics

Relevance: What about the wildlife part of this activity?

Timeliness: Annual data is rarely timely. However, an annual cycle is appropriate for this type of measure, and the most recent complete year’s data is available.

Understandability: Good

Reliability: High - Based on the quality of the research methodologies used.

Comparability: Unknown

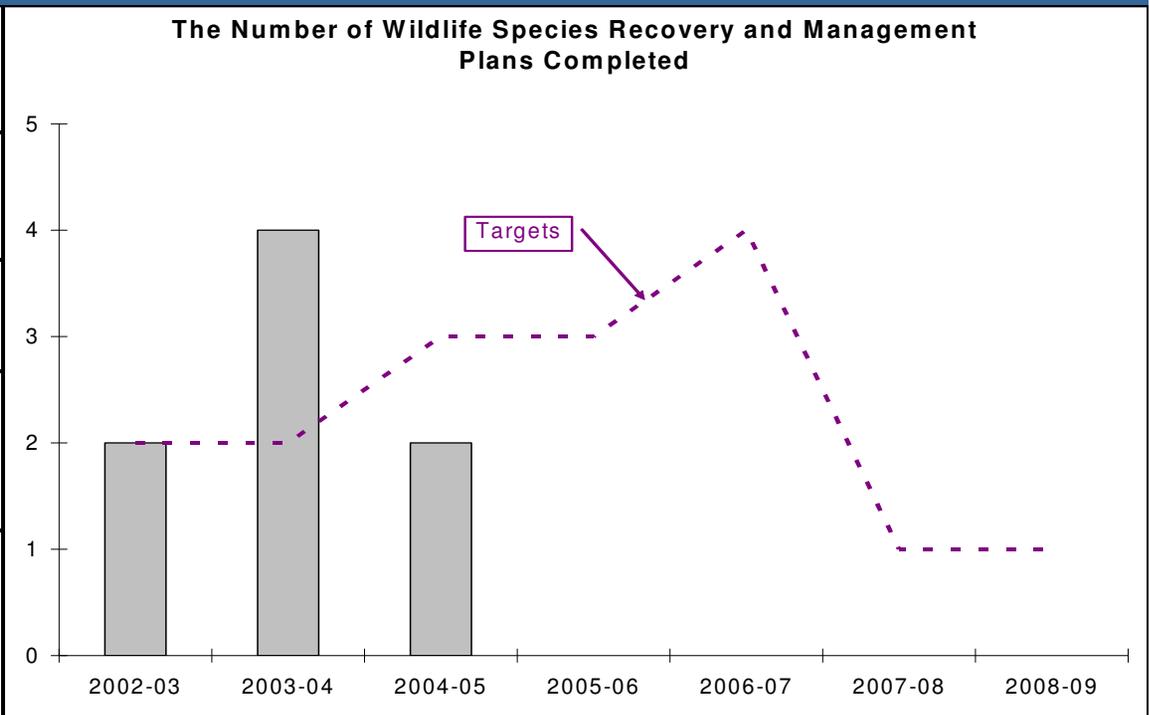
Cost Effectiveness: Various population management processes are already in place. Surveying returns is just part of the scientific process.

General Comments & Explanations:

* Consider providing a note in PMT to explain the change.

Activity Measure Assessment - Completed Wildlife Recovery Plans

Performance Measure Description: The agency did not provide any additional information.
Budget Activity Links: A010 - Develop Habitat Conservation and Species Management and Recovery Plans
Category of Measure: An output of the plan making process
Analysis of Variation: Not enough data for any analysis
Analysis of Targeted vs. Actual Performance: In 2004-05, two plans were completed instead of the three indicated by the target.



Comments About Desirable Characteristics

Relevance: Better measures relating to the process of developing these plans should be developed.*	Timeliness: Data from 2005-06 is not available at the time of this assessment.
Understandability: Easy to understand, but the number of plans completed tells little about the purpose of the activity.	Reliability: Plans should either be in process or complete.
Comparability: Probably not worth comparing	Cost Effectiveness: Good

General Comments & Explanations:

* Example alternate measures: If it is unfeasible to measure the usability or impact of the completed plans, process level measures like the amount of time it takes to develop a plan from start to finish, or the amount of staff hours required to develop a plan from start to finish might be more meaningful to a budget/policy audience.

Activity Measure Assessment - Acres of Noxious Weeds Controlled

<p>Performance Measure Description: Control of noxious weeds is important to adjacent land owners, especially farmers</p>	<p style="text-align: center;">The Number of Acres of Noxious Weeds Controlled on WDFW Owned/Managed Lands (in thousands)</p> <table border="1"> <caption>Data from Chart: Acres of Noxious Weeds Controlled (in thousands)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Actual Performance (Thousands)</th> <th>Target (Thousands)</th> </tr> </thead> <tbody> <tr> <td>2002-03</td> <td>17.0</td> <td>17.2</td> </tr> <tr> <td>2003-04</td> <td>18.0</td> <td>17.5</td> </tr> <tr> <td>2004-05</td> <td>18.0</td> <td>17.5</td> </tr> <tr> <td>2005-06</td> <td>18.0</td> <td>17.5</td> </tr> <tr> <td>2006-07</td> <td>18.0</td> <td>18.0</td> </tr> <tr> <td>2007-08</td> <td>-</td> <td>18.0</td> </tr> <tr> <td>2008-09</td> <td>-</td> <td>18.5</td> </tr> </tbody> </table>	Fiscal Year	Actual Performance (Thousands)	Target (Thousands)	2002-03	17.0	17.2	2003-04	18.0	17.5	2004-05	18.0	17.5	2005-06	18.0	17.5	2006-07	18.0	18.0	2007-08	-	18.0	2008-09	-	18.5
Fiscal Year		Actual Performance (Thousands)	Target (Thousands)																						
2002-03		17.0	17.2																						
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2005-06	18.0	17.5																							
2006-07	18.0	18.0																							
2007-08	-	18.0																							
2008-09	-	18.5																							
<p>Budget Activity Links: A013 - Manage Land and Access</p>																									
<p>Category of Measure: An output of the land management process</p>																									
<p>Analysis of Variation: Not enough data for any analysis</p>																									
<p>Analysis of Targeted vs. Actual Performance: Actual performance has met or exceeded targets in every year reported.</p>																									

Comments About Desirable Characteristics		General Comments & Explanations:
<p>Relevance: Different measures about costs or adjacent land owner complaints might be more useful.</p>	<p>Timeliness: Annual data is rarely timely. However, an annual cycle is appropriate for this type of measure, and the most recent complete year's data is available.</p>	<p>Example alternate measures: Percent of WDFW lands where noxious weeds are controlled, number and location of complaints from adjacent property owners, or the cost per acre of noxious weed control on WDFW lands</p>
<p>Understandability: There are many methods and degrees of "control".</p>	<p>Reliability: This just tracks undeveloped WDFW land since the agency is required by law to control noxious weeds.</p>	
<p>Comparability: If the cost per acre were tracked, it could be compared to other state agencies like WSDOT.</p>	<p>Cost Effectiveness: The cost of collecting the data is negligible, but this information is not used in the agency strategic plan.</p>	

Activity Measure Assessment - Bear and Cougar Complaints

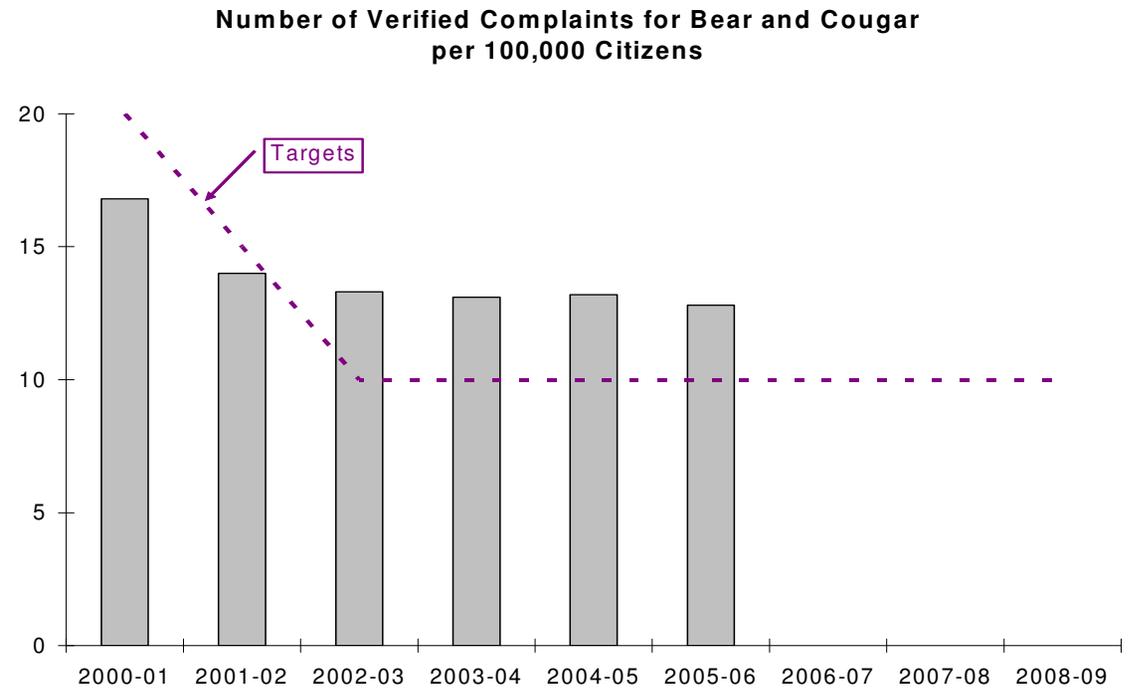
Performance Measure Description: With about 6 million residents in the state, this means there are almost 800 verified complaints every year.

Budget Activity Links: A018 - Manage Human and Wildlife Conflicts

Category of Measure: An input into the process designed to manage human vs. animal conflicts

Analysis of Variation: There is not enough data for any analysis, but it does appear to be rather stable.

Analysis of Targeted vs. Actual Performance: In the past four years, the number of complaints has exceeded targeted levels.



Comments About Desirable Characteristics

Relevance: Since the activity funds the management of these conflicts, different measures should be developed relating to what is done to prevent conflicts and when a conflict occurs.*

Understandability: The total number of complaints instead of the per 100k ratio would be more understandable

Comparability: Unknown

Timeliness: The most complete year's data is present, but if this was reported quarterly, cyclical patterns might develop, which could help manage the program better.

Reliability: Data comes from many different sources.

Cost Effectiveness: The cost of collecting and reporting this data should be low, and it is shared by the strategic plan.

General Comments & Explanations:

* Example alternate measures: Amount of urban growth in areas known to be inhabited by bears/cougars, the number of animals that were relocated by WDFW agents, the number of citizens injured by bears/cougars, or the damage claims paid by WDFW.

Activity Measure Assessment - Wildlife Viewing Sites

<p>Performance Measure Description: Includes feeding stations, fish ladders at dams, etc.</p>	<p style="text-align: center;">Number of Wildlife Viewing Sites</p> <table border="1"> <caption>Data for Number of Wildlife Viewing Sites</caption> <thead> <tr> <th>Fiscal Year</th> <th>Actual Number of Sites</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2002-03</td> <td>132</td> <td>134</td> </tr> <tr> <td>2003-04</td> <td>138</td> <td>134</td> </tr> <tr> <td>2004-05</td> <td>141</td> <td>134</td> </tr> <tr> <td>2005-06</td> <td>164</td> <td>134</td> </tr> <tr> <td>2006-07</td> <td>-</td> <td>134</td> </tr> <tr> <td>2007-08</td> <td>-</td> <td>134</td> </tr> <tr> <td>2008-09</td> <td>-</td> <td>134</td> </tr> </tbody> </table>	Fiscal Year	Actual Number of Sites	Target	2002-03	132	134	2003-04	138	134	2004-05	141	134	2005-06	164	134	2006-07	-	134	2007-08	-	134	2008-09	-	134
Fiscal Year		Actual Number of Sites	Target																						
2002-03		132	134																						
2003-04		138	134																						
2004-05		141	134																						
2005-06	164	134																							
2006-07	-	134																							
2007-08	-	134																							
2008-09	-	134																							
<p>Budget Activity Links: A020 - Manage Watchable Fish and Wildlife Recreation</p>																									
<p>Category of Measure: An output of the process designed to create new viewing sites</p>																									
<p>Analysis of Variation: There is not enough data for analysis. This is a cumulative number. There appears to have been a large increase in sites in 2005-06.</p>																									
<p>Analysis of Targeted vs. Actual Performance: Given the large increase in 2005-06, the current targets seem obsolete, unless the agency is planning to close a number of existing sites as well.</p>																									

Comments About Desirable Characteristics		General Comments & Explanations:
<p>Relevance: Better measures relating to the management of these sites should be developed.*</p>	<p>Timeliness: An annual cycle is appropriate for this type of measure, and the most recent complete year's data is available.</p>	<p>* Example alternate measures: The approximate number of visitors to WDFW wildlife viewing sites, the net gain or loss of viewing sites, or the cost per visitor to keep the sites open to the public.</p>
<p>Understandability: In many ways a chart or graph is over-kill for this type of information. A simple table would be more effective.</p>	<p>Reliability: Good</p>	
<p>Comparability: Unknown</p>	<p>Cost Effectiveness: The cost of collecting the data is negligible, but this information is not used in the agency strategic plan.</p>	

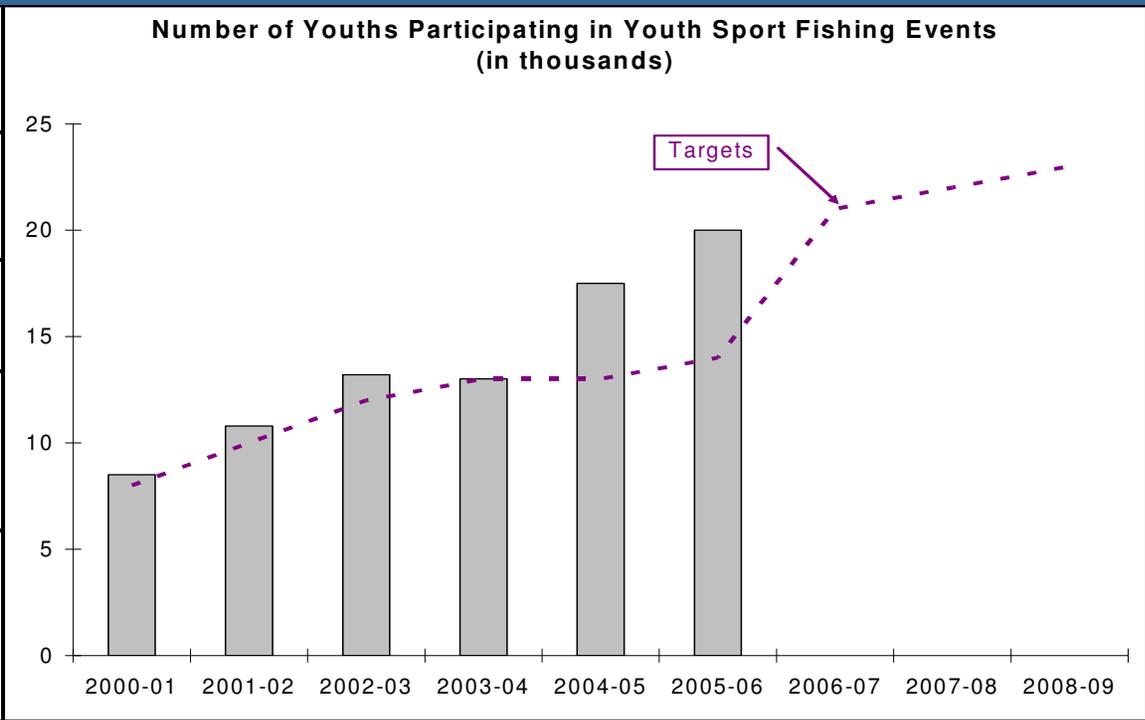
Activity Measure Assessment - Chronic Wasting Disease Sampling

<p>Performance Measure Description: The disease is the wild life equivalent to Mad Cow disease.</p>	<p style="text-align: center;">The Number of Deer and Elk Samples Collected that are Screened for Chronic Wasting Disease</p> <table border="1"> <caption>Data for Chronic Wasting Disease Sampling Chart</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Samples Collected</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2002-03</td> <td>1,050</td> <td>700</td> </tr> <tr> <td>2003-04</td> <td>700</td> <td>700</td> </tr> <tr> <td>2004-05</td> <td>1,750</td> <td>1,000</td> </tr> <tr> <td>2005-06</td> <td>450</td> <td>350</td> </tr> <tr> <td>2006-07</td> <td>-</td> <td>350</td> </tr> <tr> <td>2007-08</td> <td>-</td> <td>350</td> </tr> <tr> <td>2008-09</td> <td>-</td> <td>350</td> </tr> </tbody> </table>	Fiscal Year	Number of Samples Collected	Target	2002-03	1,050	700	2003-04	700	700	2004-05	1,750	1,000	2005-06	450	350	2006-07	-	350	2007-08	-	350	2008-09	-	350
Fiscal Year		Number of Samples Collected	Target																						
2002-03		1,050	700																						
2003-04		700	700																						
2004-05		1,750	1,000																						
2005-06	450	350																							
2006-07	-	350																							
2007-08	-	350																							
2008-09	-	350																							
<p>Budget Activity Links: A023 - Protect Human, Fish, and Wildlife Health</p>																									
<p>Category of Measure: A volume measure of the inputs into the testing process</p>																									
<p>Analysis of Variation: Not enough data for any analysis</p>																									
<p>Analysis of Targeted vs. Actual Performance: Does a high number of samples tested reflect on management of the process, or an increase of sick wildlife in the environment? It is not clear whether an increase or a decrease is desirable.</p>																									

Comments About Desirable Characteristics		General Comments & Explanations:
<p>Relevance: To date, no animal samples have been found to have the disease. This measure tracks how many carcasses were tested.</p>	<p>Timeliness: An annual cycle is appropriate for this type of measure, and the most recent complete year's data is available.</p>	
<p>Understandability: Without any definition, "Chronic Wasting Disease" means little to an outsider not employed by WDFW.</p>	<p>Reliability: Relies on hand counts and tallies</p>	
<p>Comparability: Good - This data is collected by other states.</p>	<p>Cost Effectiveness: There is a significant cost to tally, compile, and store this type of data. This measure is used in the agency strategic plan.</p>	

Activity Measure Assessment - Youth Sport Fishing Participation

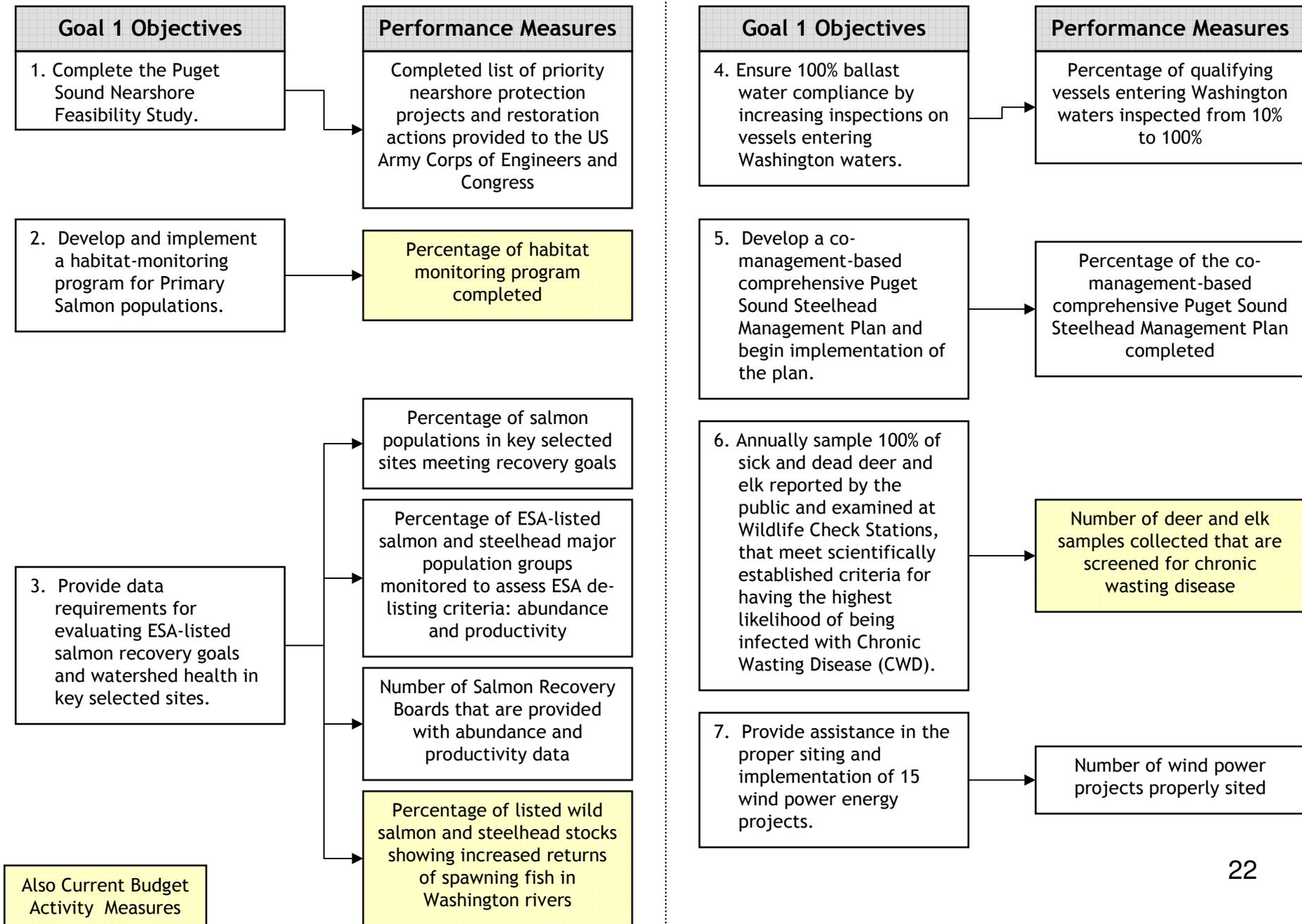
Performance Measure Description: Includes hatchery programs, demonstrations at boat shows, etc.
Budget Activity Links: A026 - Provide Outreach and Education Services
Category of Measure: An output of the education and outreach programs
Analysis of Variation: Not enough data for any analysis, although there appears to be something of an increasing trend evident.
Analysis of Targeted vs. Actual Performance: The targets appear to be mirroring the apparent upward trend. In every year, participation has met or exceeded targets.



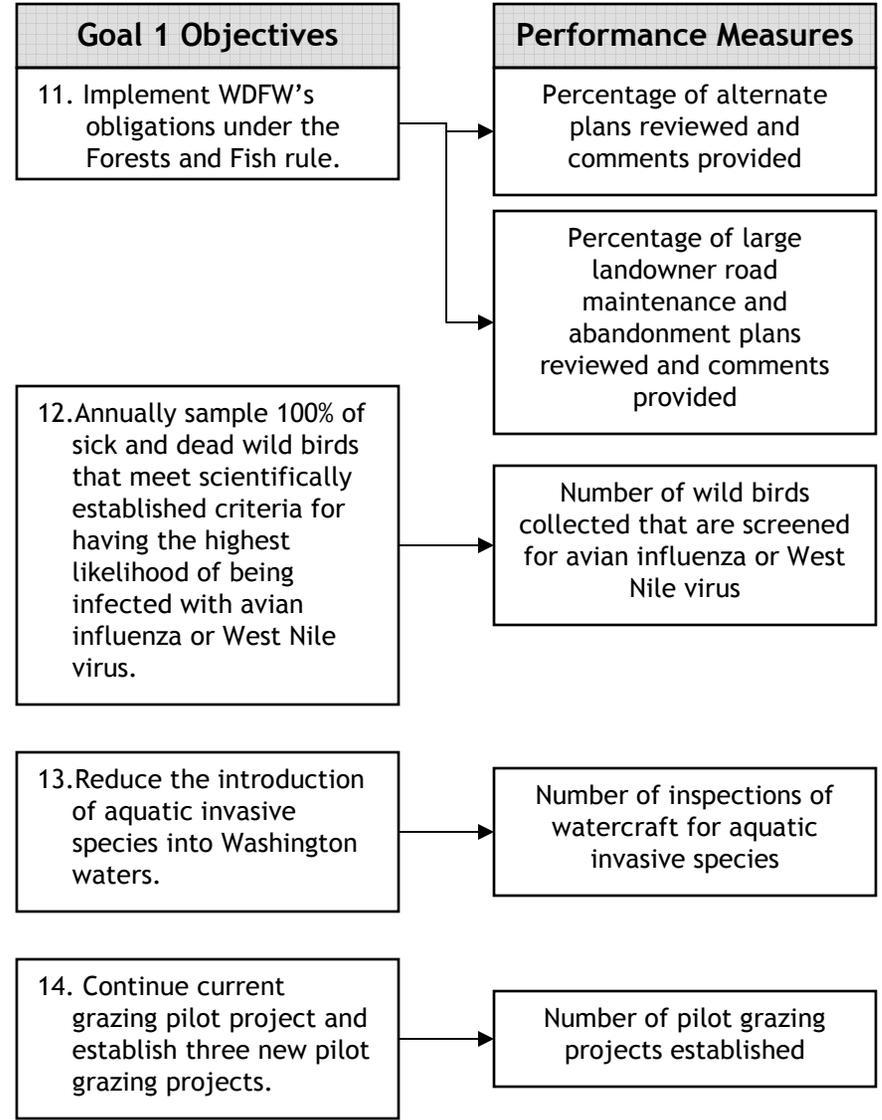
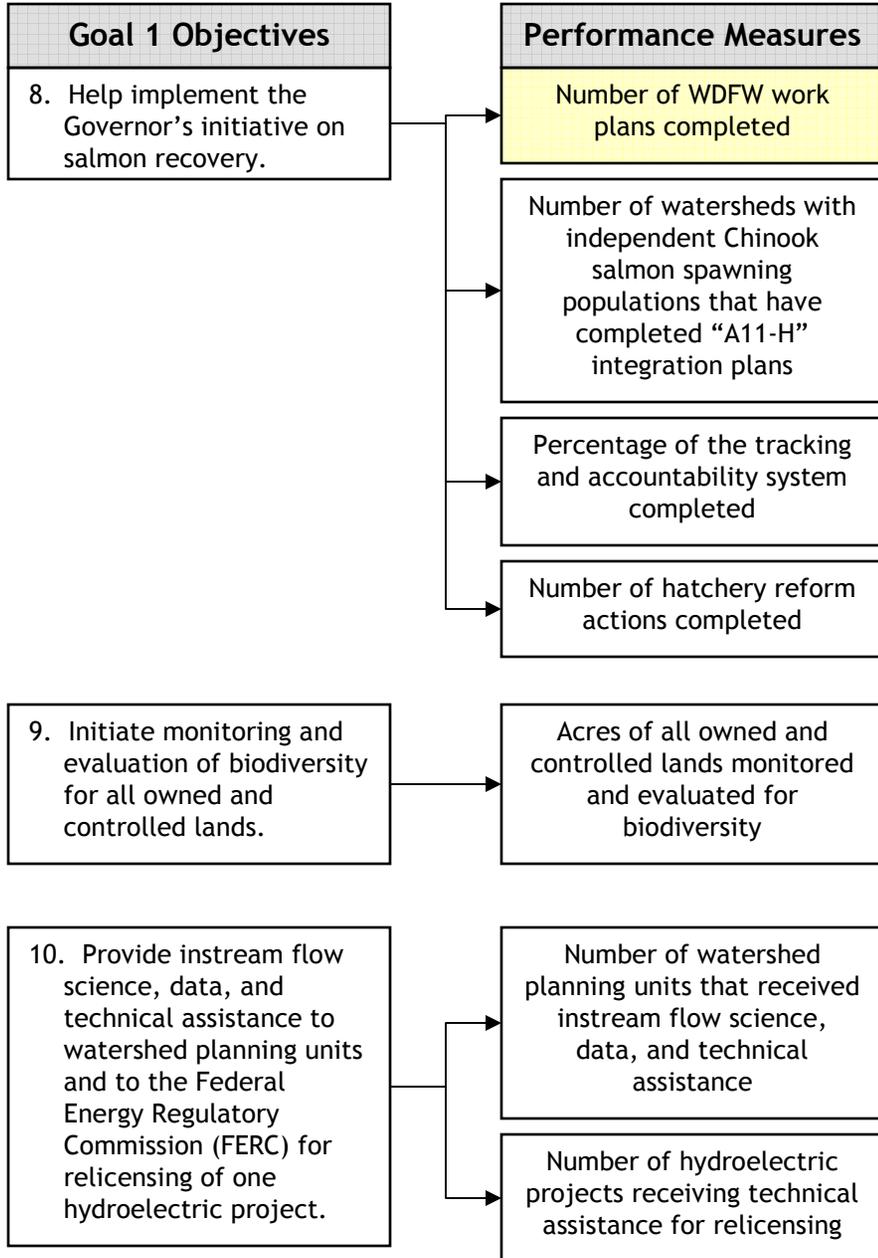
Comments About Desirable Characteristics	
Relevance: Participation is a reasonable measure to judge the effectiveness of these outreach and education programs	Timeliness: An annual cycle is appropriate for this type of measure, and the most recent complete year's data is available.
Understandability: Easy to understand, however it would help to have examples of types of sport fishing events in the unpublished notes.	Reliability: Relies on headcounts and hand tallies.
Comparability: Unknown	Cost Effectiveness: There is a significant cost to tally, compile, and store this type of data. This measure is not used in the agency strategic plan.

General Comments & Explanations:

Strategic Planning Performance Measures - Goal 1 Fish & Wildlife

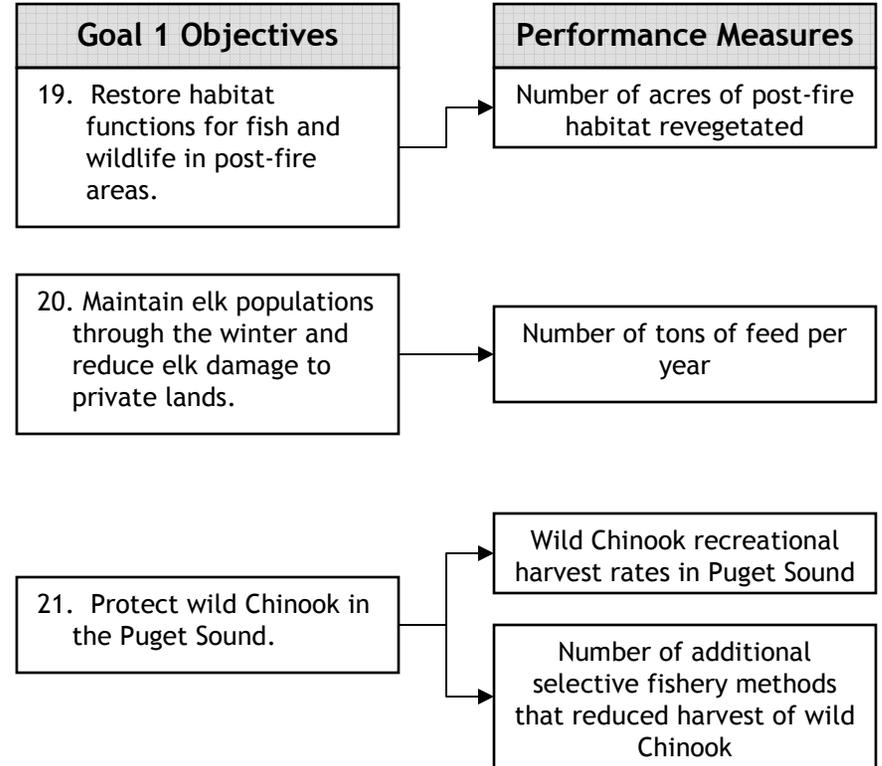
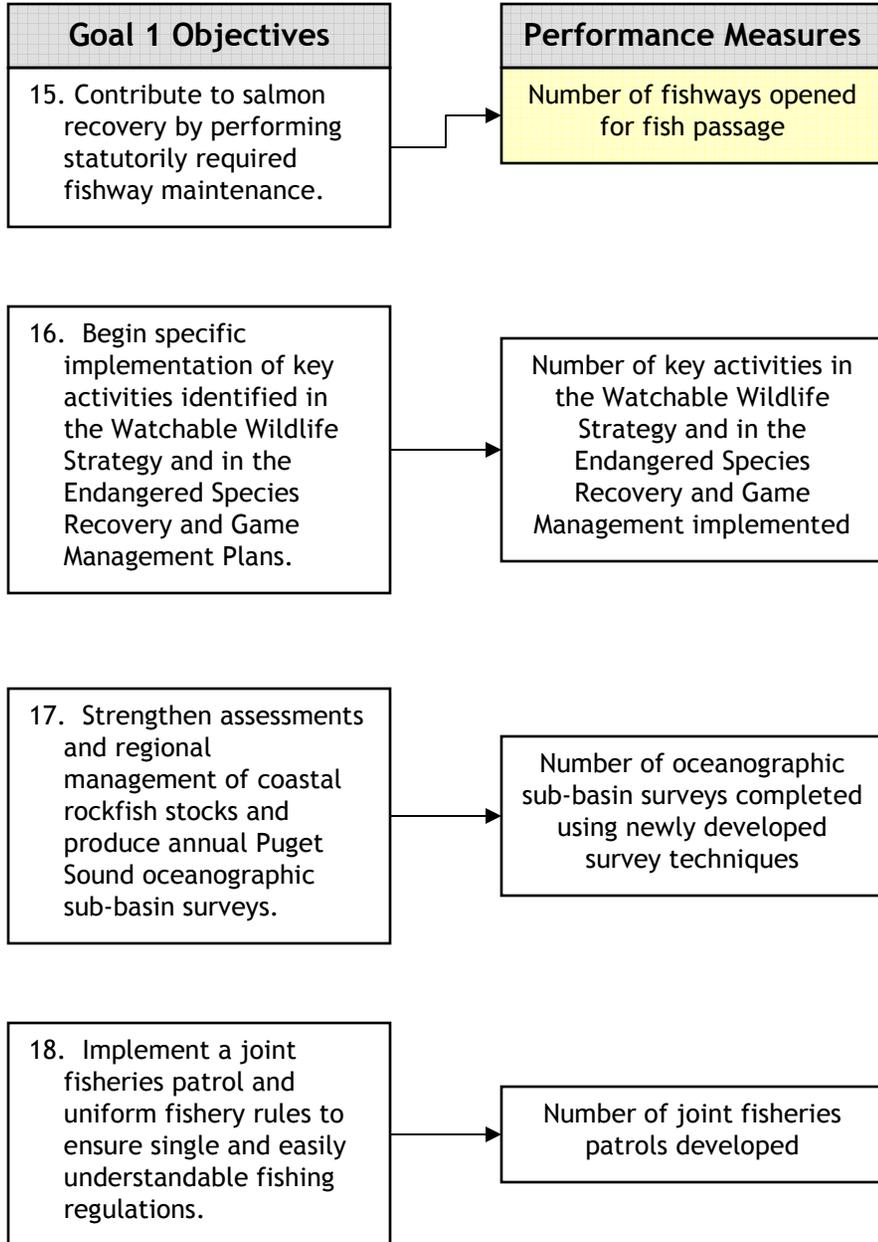


Strategic Planning Performance Measures - Goal 1 Fish & Wildlife



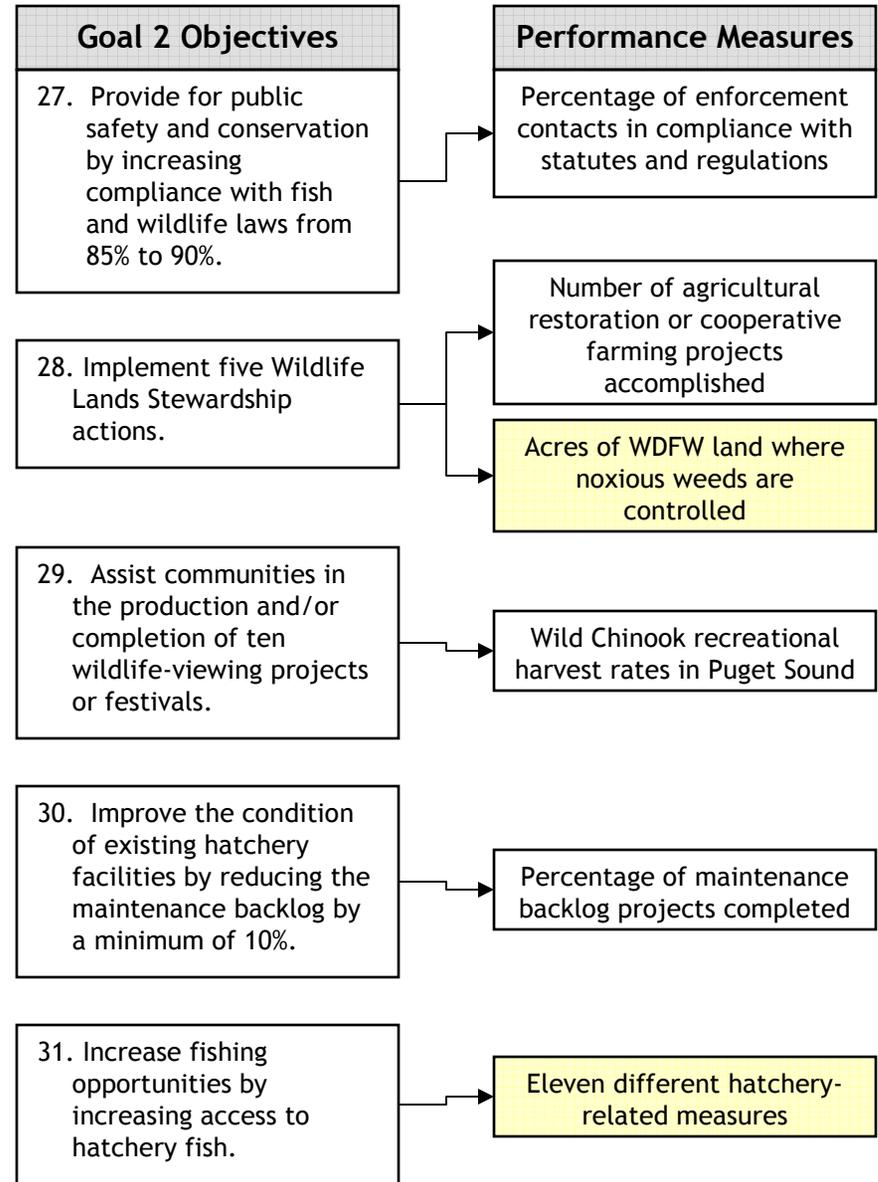
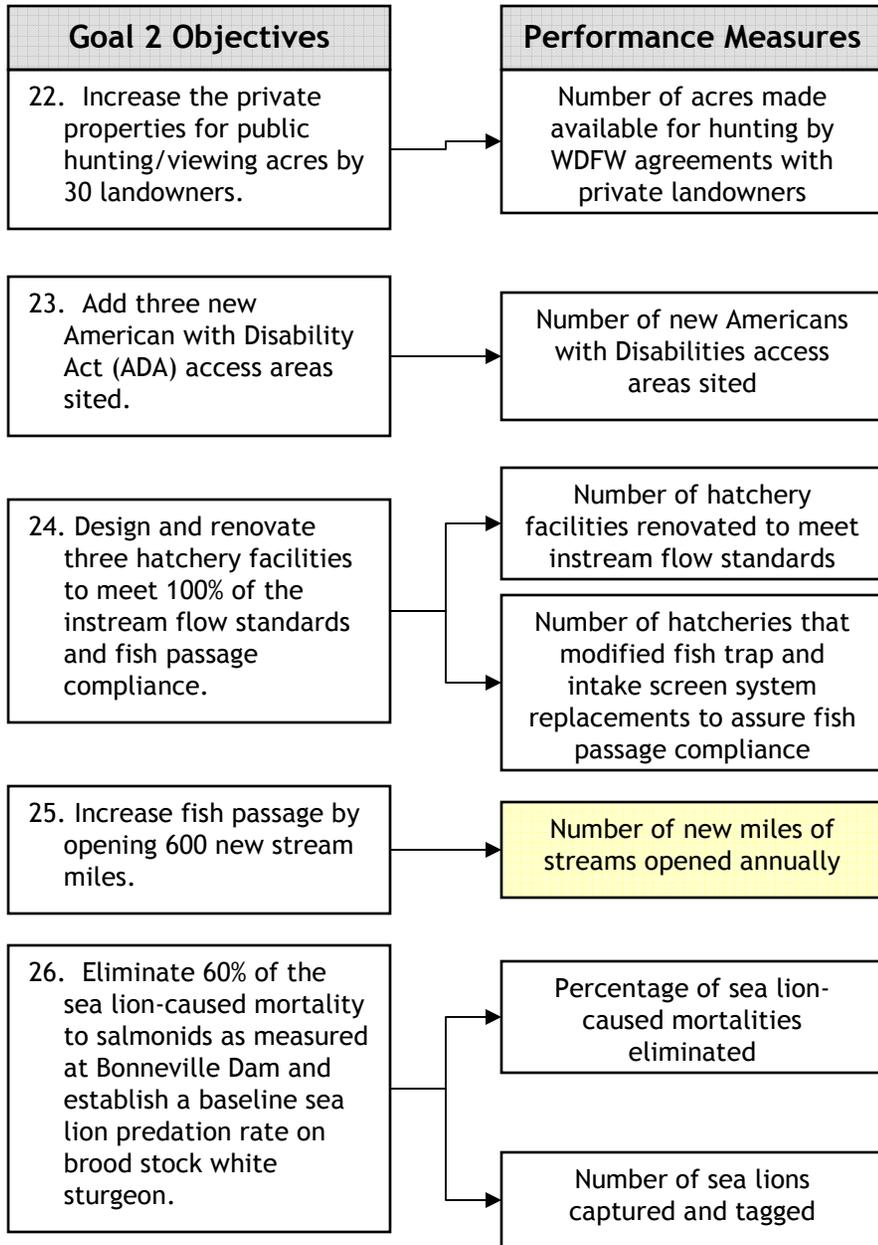
Also Current Budget Activity Measures

Strategic Planning Performance Measures - Goal 1 Fish & Wildlife



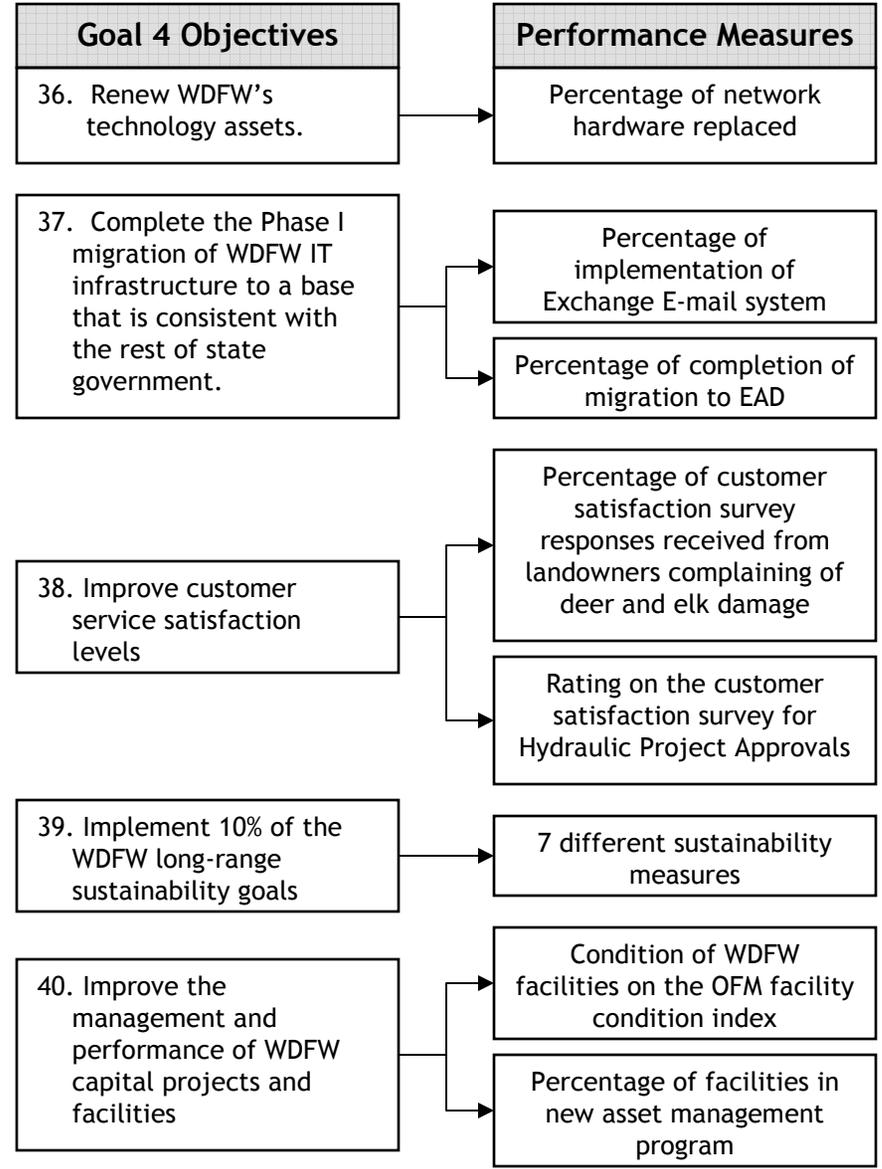
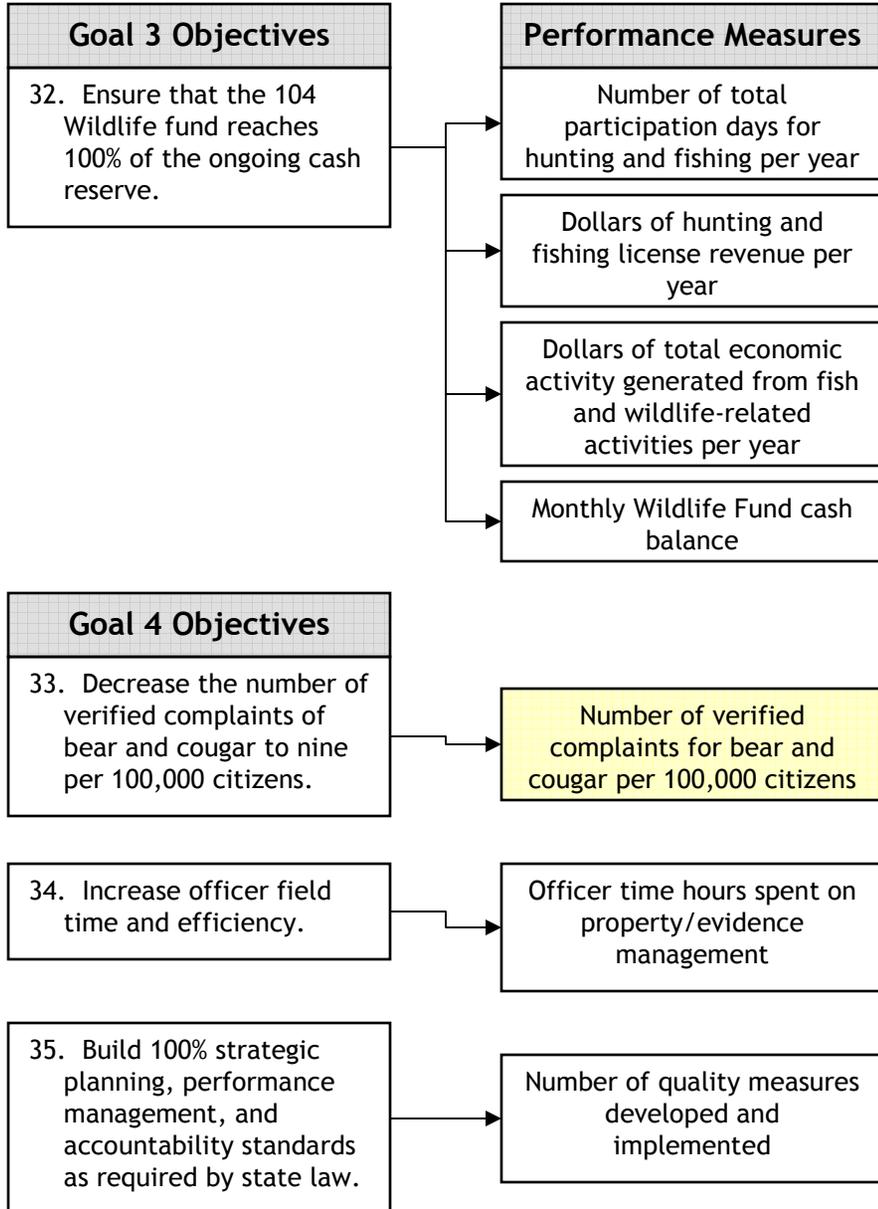
Also Current Budget Activity Measures

Strategic Planning Performance Measures - Goal 2 Public Benefit



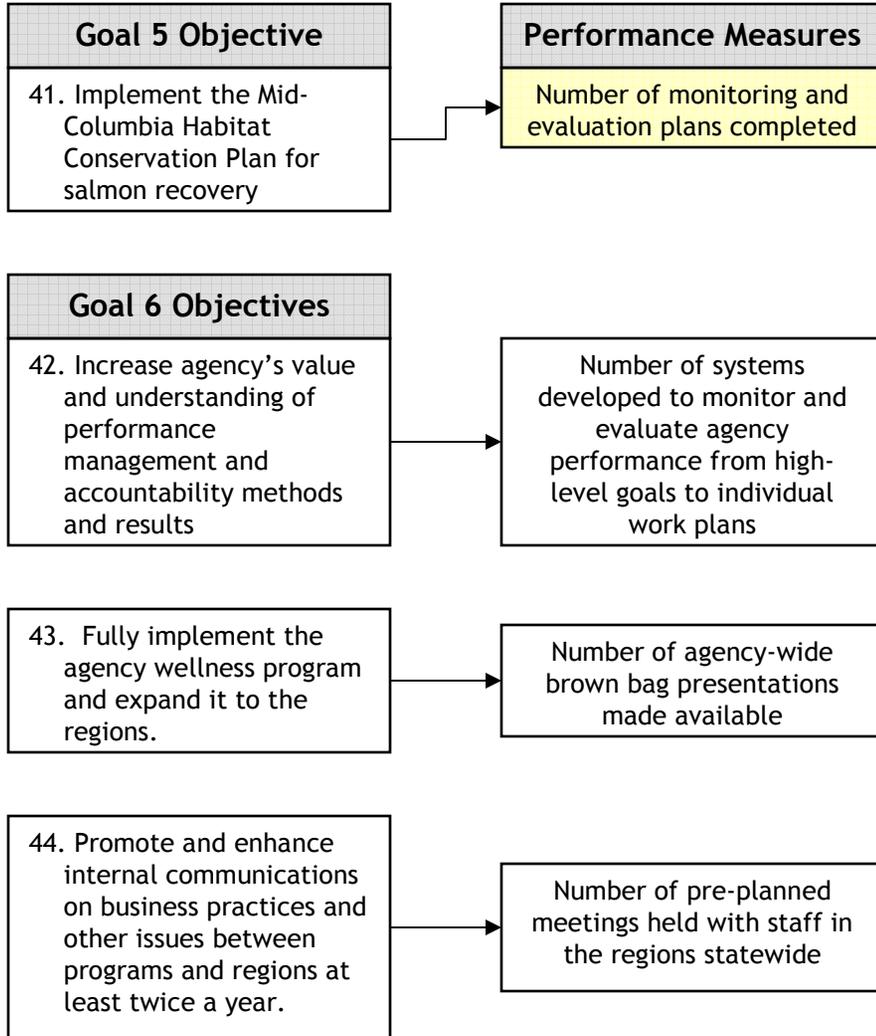
Also Current Budget Activity Measures

Strategic Planning Measures - Goals 3 & 4 Funding & Competence



Also Current Budget Activity Measures

Strategic Planning Measures - Goals 5 & 6 Science & Employee Goals



Also Current Budget
Activity Measures