



## **Section IV**

### **Operations and Administration**

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- **Operations and Administration Action Plan**
- **Performance Evaluation Action Plan**



# Operations and Administration Action Plan

## Introduction

This action plan addresses necessary operations and administration activities required for implementation of an effective program, including identifying staffing, infrastructure resource needs and operational improvements such as permit processing. The plan identifies office locations and staffing dispersal, operational needs such as research and patrol vessels, and coordination needs for the volunteer and outreach programs.

The desired outcome of the Operations and Administration Action Plan is the increased protection of Monterey Bay National Marine Sanctuary (MBNMS) resources and qualities, achieved with the budget and staff necessary for adequate implementation of the action plans. The MBNMS will coordinate with the Gulf of the Farallones National Marine Sanctuary (GFNMS) and the Cordell Bank National Marine Sanctuary (CBNMS) on administrative and operational matters in addition to resource management, outreach and research activities.

## Strategy OA-1: Assess Staffing Needs

An objective of the Operations and Administration Action Plan is to develop a comprehensive Program Operations Plan identifying staffing resources necessary to adequately implement all programs identified in the revised management plan. The MBNMS may also need to evaluate more office locations and staffing decentralization. Increased support geographically may be driven by requirements in those areas for staff from all MBNMS departments.

### *Activity 1.1: Revise Internal Organization to Implement Action Plans in Multi-Disciplinary Effort*

#### A. *Departments*

MBNMS staff is organized into four departments: Research and Monitoring, Resource Protection, Education and Outreach, and Program Operations. MBNMS management will continue to evaluate the effectiveness of this organization model versus organizing by specific issue areas of the revised Management Plan, such as water quality, which could require staff from all four of the original departments to function on a Water Quality Team. Other alternatives are being considered, such as organization by subregion to better address priority issues. This is a model similar to that used by the Florida Keys National Marine Sanctuary and State Parks in California.

#### B. *Implementation of Action Plans*

MBNMS staff will implement the action plans in this management plan on a “cross-team basis” where certain action plans will require efforts of staff from the Research, Resource Protection, Education and Outreach, and Program Operations teams working together to implement the various action plans in this management plan. Each action plan will be assigned a staff contact member from each of the four programs to work as a team to address each of the priority issues to be addressed in this management plan.

#### C. *Satellite Offices*

MBNMS staff will evaluate the potential need for more staff at the satellite locations. There are currently six staff members at the Santa Cruz office, which is co-located with the Southwest Fisheries Science Center. There is currently one Education Team staff

member located at the San Simeon Coastal Discovery Center, which is a joint partnership with California State Parks. An additional Research or Resource Protection staff member and two State Park staff are slated for future workstations.

### ***Activity 1.2: Identify Instruments for Employing Staff and Contractors***

Due to limitations in adding and hiring for Government Service (GS) positions, MBNMS contracts much of its work to small business or other independent contractors and other agencies, or to nonprofit organizations. The MBNMS will continue to identify the most efficient options for program implementation while maintaining consistent staffing and continuity. Implementation of this management plan will require additional staff to fully address each of the action plans.

### ***Activity 1.3: Develop a Structured Intern Program***

The MBNMS and its partners will offer a variety of volunteer internship opportunities for undergraduate and graduate level college students. Internships are available at the main office in Monterey, as well as at the satellite offices in Santa Cruz and San Simeon. Each MBNMS internship position will provide the opportunity for the individual to develop skills specific to the needs of the project to which they are assigned. The MBNMS Program Operations Coordinator will manage the MBNMS intern program as the Internship Coordinator. The Internship Coordinator will liaison between intern applicants and the corresponding MBNMS mentor to interview and place interns. The Internship Coordinator will work with the MBNMS mentor to manage MBNMS intern requirements, including hours worked, as well as the intern's academic requirements, if applicable. The MBNMS staff member to whom an intern is assigned will serve as that intern's mentor. Each intern will be assigned at least one mentor. The responsibilities of the mentor will include defining the MBNMS expectations of the intern, defining the internship expectations from the respective academic institution, if applicable, and providing supervision and adequate training for the intern, including an initial orientation with the MBNMS.

## **Strategy OA-2: Develop Volunteer Program**

Volunteers provide a vital mechanism for involving the community and a valuable resource for accomplishing a variety of tasks, including research and monitoring, education and outreach programs, underwater projects, representation at selected events and functions and administrative tasks. The goal of the volunteer program is to assist staff in implementing the various MBNMS programs and develop a system of public involvement supporting MBNMS in a "hands-on" manner. Volunteers support many activities that would otherwise not be accomplished as efficiently or cost effectively. The MBNMS Volunteer Program requires staff and administrative support in order to function efficiently. MBNMS staff strives to recruit, place, orient, train, recognize, and maintain volunteers. Several docent programs have also been formed in high visitor use areas of the MBNMS.

## **MBNMS Volunteer Programs**

### **Team OCEAN (Ocean Conservation Education Action Network)**

Team OCEAN is an effort to address the disturbance of marine mammals and seabirds by recreational users of the MBNMS. The Team OCEAN Kayaker Outreach Program puts staff and

volunteer Sanctuary naturalists on the water in Sanctuary kayaks to outreach to fellow ocean kayakers in Elkhorn Slough and along the Monterey waterfront. These naturalists serve as MBNMS docents, providing guidance on respectful wildlife watching, and protecting marine wildlife from disturbance. Team OCEAN includes sixty volunteers collectively spending up to fifty-four hours per week (maximum) at two locations throughout the MBNMS. More information can be found at: <http://www.montereybay.noaa.gov/educate/to/welcome.html>

### **Beach COMBERS (Coastal Ocean Mammal/Bird Education and Research Surveys)**

Beach COMBERS is a beach-monitoring program established by MBNMS and Moss Landing Marine Labs to obtain information on rates of stranding for all species of marine birds and mammals. In addition, mortality events are detected, causes of mortality events are assessed, and oil and tar deposition is monitored. The long-term objectives of the program are to provide baseline information on the average presence of beachcast marine organisms and to assist the MBNMS in the early detection of mortality events triggered by natural and anthropogenic environmental perturbations such as red tides and oil spills. Beach COMBERS involves pairs of trained volunteers who survey their beach segment during the first week of each month at low tide. The program includes fifty-five volunteers, spending three to four hours during one week per month at eleven beaches in and around Monterey Bay and five beaches in the Cambria area within the MBNMS boundaries. More information can be found at: <http://www.montereybay.noaa.gov/research/bchmon.html>

### **Sanctuary Citizen Watershed Monitoring Network**

The Sanctuary Citizen Watershed Monitoring Network is a consortium of approximately twenty local citizen monitoring groups, monitoring the health of the watersheds flowing into the MBNMS. It provides support, training, and a central forum and database for citizen monitoring programs. The volunteers collecting this valuable information play a key role in the community as stewards of the watersheds. In order to protect and improve the health of local streams, resource agencies, local governments, and community groups use the data collected by the volunteers. More information can be found at the Network's website: <http://montereybay.noaa.gov/monitoringnetwork/welcome.html>

The Network provides training, equipment, data base access, quality certification and coordination on a year-round basis to the volunteer groups. In addition, it sponsors three annual volunteer events:

*First Flush:* The first major storm event of the season, in which there are "sheet flows" of water on the roadways, is defined as "First Flush." The goal of this effort is to characterize the first flush storm water runoff that is flowing into MBNMS, particularly coliform contamination. This program includes fifty-five volunteers spending eight hours each at nineteen locations throughout the Sanctuary.

*Snapshot Day:* In the spring of each year, volunteers participate in this Sanctuary-wide volunteer water quality monitoring event designed to increase information and public awareness about water quality issues affecting watersheds that drain to MBNMS. This community event provides a one-day "snapshot" of the health of the rivers and streams that flow into the MBNMS. The

program includes 160 volunteers spending eight hours each at 170 locations throughout the MBNMS.

*Urban Watch:* The Urban Watch Water Quality Monitoring Program is a collaborative effort between the Cities of Monterey, Pacific Grove, Capitola, the Coastal Watershed Council, and MBNMS. Urban runoff is one of the leading sources of pollution into coastal waters. The Urban Watch monitoring program provides a way for local residents and community members to monitor water quality and urban pollution in the dry weather months (June-October), where volunteers sample a variety of contaminants from storm drains. The program includes forty volunteers spending twenty hours at fifteen locations throughout the Sanctuary.

### **Bay Net**

Bay Net is a seaside naturalist program that has been in operation since 1995. Bay Net volunteers station themselves along with a spotting scope or binoculars on tripods in areas of high pedestrian traffic close to where marine wildlife congregate. By engaging passers-by, Bay Net reaches the general public and teaches them about local wildlife, natural history of this wildlife and the MBNMS. Bay Net volunteers work to promote understanding and appreciation of the MBNMS and its resources while fostering stewardship of the sanctuary and oceans worldwide. Bay Net volunteers are in Pacific Grove, Monterey, Santa Cruz and Moss Landing.

#### ***Activity 2.1: Coordinate and Incorporate MBNMS Volunteer Efforts on Specific Projects into a Single Team OCEAN Program***

MBNMS will establish a comprehensive and cohesive volunteer program in collaboration with the National Marine Sanctuary Program (NMSP) effort to establish a Team OCEAN volunteer program in every NMS. The MBNMS Team OCEAN will serve as an “umbrella” program to include all MBNMS volunteer activities. The MBNMS Team OCEAN will also function as a means to assist other local volunteer groups whose efforts relate to the MBNMS. A Volunteer Coordinator will manage the MBNMS Team OCEAN. Strategies for continuing and improving volunteer programs on kayaker outreach, Beach COMBERS and Sanctuary Citizen Watershed Monitoring Network are described in other action plans (e.g., Wildlife Disturbance, Water Quality) in the management plan but will be administered by linking with this activity.

#### ***Activity 2.2: Continue Volunteer Recruitment and Placement***

MBNMS volunteers are recruited based on particular skills, experience, aptitude and interest. Recruitment sources include community groups, churches, neighborhood associations, other volunteer groups, government agencies, universities, and local schools. Once recruited, volunteers are paired with a project matching their interest, expertise and experience.

#### ***Activity 2.3: Provide Volunteer Orientation and Training***

MBNMS will provide volunteer orientation in order to familiarize volunteers with the mission of MBNMS and NMSP. MBNMS will also provide program specific training to help volunteers accomplish resource protection activities. Volunteer program training will also include safety instruction for each volunteer activity. Structured volunteer training will result in a corps of trained MBNMS volunteers and greater retention of volunteers. MBNMS will also provide continuing education opportunities to volunteers when possible. This will include cross-training between sub groups of the MBNMS volunteer programs. For instance, a Team OCEAN kayak

volunteer may be provided the opportunity and training to become a watershed monitoring volunteer.

***Activity 2.4: Recognize the Efforts and Services of Volunteers***

MBNMS will make every effort to place volunteers in the position they desire, as well as make that position fulfilling to the volunteer and meaningful to the management of MBNMS resources, including informing the volunteer of how their efforts were used to benefit the MBNMS. MBNMS will provide formal and informal recognition and awards as well as appropriate items associated with the service.

***Activity 2.5: Create a Mechanism to Retain Volunteers***

MBNMS will explore various means to continue volunteer education and provide various enrichment opportunities and incentives. Providing cross-training for other MBNMS volunteer programs could help to increase interest in being, or remaining, a MBNMS volunteer.

**Strategy OA-3: Coordinate and Support Sanctuary Advisory Council**

Section 315 of the NMSA authorizes the Secretary of Commerce to establish Sanctuary Advisory Councils to advise and make recommendations to the Secretary of Commerce in the designation and management of national marine sanctuaries. This authority was delegated to the Director of the National Marine Sanctuary Program who, working with local community interests, established the MBNMS Advisory Council in 1994. The Council functions in an advisory capacity to the MBNMS Superintendent to:

Help strengthen and provide support for the growth of the MBNMS program;

Assist in the protection of MBNMS resources by helping identify needed research to rebuild or protect MBNMS resources; and

Assist in building community support through problem solving, consensus building, new constituency development, increasing opportunities for revenue enhancement, and increasing understanding about the MBNMS.

The MBNMS Advisory Council has been instrumental in helping develop policies, program goals, and identify education, outreach, research, long-term monitoring, resource protection and revenue enhancement priorities. The Advisory Council works in concert with the MBNMS Superintendent by keeping him or her informed about issues of concern throughout the MBNMS, offering recommendations on specific issues, and aiding the Superintendent in achieving the goals of the Sanctuary program within the context of California’s marine programs and policies. The Advisory Council represents a coordination link between the MBNMS and state and federal management agencies, user groups, researchers, educators, policy makers, and other groups that help to focus efforts and attention on the central California coastal and marine ecosystems.

As with all Sanctuary Advisory Councils, the MBNMS Advisory Council operates under a Charter that describes the objectives and scope of the Advisory Council’s activities, its duties and conduct, procedural requirements on the appointment of Advisory Council members, and other requirements (see Appendix F, National Marine Sanctuaries Act, Section 315, Advisory Councils). Nothing in the Charter constitutes authority to perform operational or management

functions or to represent or make decisions on behalf of the MBNMS. The Advisory Council draws on the expertise of its members to provide advice to the MBNMS Superintendent.

The Advisory Council’s twenty voting members represent a variety of local user groups, as well as the public, plus seven local, state and federal governmental jurisdictions. Advisory Council membership is designed to reflect balance in terms of representatives’ viewpoints, geographic diversity, and the advisory functions the Advisory Council will perform. Non-governmental members are selected through a very public, competitive process detailed in the Charter. The Advisory Council makes recommendations on the appointments that are thoroughly considered by the MBNMS Superintendent and the NMSP. Other interested parties are also welcome to endorse or recommend individuals who have applied. Applicants are chosen based on their particular expertise and experience in relation to the seat for which they are applying; community and professional affiliations; philosophy regarding the protection and management of marine resources; and possibly the length of residence in the area affected by the MBNMS. Appointed members generally serve three-year terms.

Table SAC-1.0 Sanctuary Advisory Council Member Seats

| Non Government Seats |                            | Government Seats          |                      |
|----------------------|----------------------------|---------------------------|----------------------|
| Voting Seats         |                            | Non-voting Seats          |                      |
| Agriculture          | Citizen At-Large (3 seats) | Local Government          | US Coast Guard       |
| Business / Industry  | Recreation                 | Harbors                   | GFNMS Manager        |
| Conservation         | Research                   | CA Dept. of Fish and Game | CINMS Manager        |
| Diving               | Recreational Fishing       | CA Coastal Commission     | CBNMS Manager        |
| Education            | Commercial Fishing         | CA Resources Agency       | MBNMS Superintendent |
| Tourism              |                            | CA EPA                    |                      |
|                      |                            | CA State Parks            |                      |

The MBNMS will assure effective operation of the MBNMS Advisory Council and maintain its role as a key advisory body and conduit for bringing community concerns, ideas and needs to the attention of MBNMS management.

**Activity 3.1: Conduct Sanctuary Advisory Council Operations**

The MBNMS Advisory Council assists in carrying out the goals and objectives of the MBNMS. MBNMS programs promoting research, education and resource protection are a major focus for the Advisory Council, and members serve as ambassadors promoting Sanctuary stewardship. The Advisory Council has proven to be a powerful voice for the general public, responding to citizen concerns, ideas and needs. The Advisory Council provides an important public forum for



MBNMS constituents, working to enhance communications and provide a conduit for bringing the concerns of user groups and stakeholders to the attention of the MBNMS Superintendent, the NOAA, and the Department of Commerce. The Advisory Council meets six times per year in open sessions located throughout the MBNMS.

More information on the Advisory Council can be found on the Advisory Council website at: <http://montereybay.noaa.gov/intro/advisory/advisory.html>

***Activity 3.2: Provide MBNMS Staff Support for the Sanctuary Advisory Council***

Several MBNMS staff members support the Advisory Council and its operations. The Sanctuary Advisory Council Coordinator provides primary service. The Community and Public Affairs Coordinator and the Superintendent both assist the Advisory Council Coordinator and Advisory Council Chair in providing support to the Advisory Council.

***Activity 3.3: Conduct at Least Six Sanctuary Advisory Council Meetings Per Year at Locations throughout the MBNMS***

The Advisory Council Coordinator organizes at least six Advisory Council meetings a year that are held throughout the MBNMS. Organization of these meetings may include, but is not limited to: arranging conference services and lodging, coordinating with the Advisory Council Chair and MBNMS Superintendent to develop meeting agendas, printing all required materials, and processing reimbursement for traveling Advisory Council members.

***Activity 3.4: Maintain Sanctuary Advisory Council Web Site and List Serves***

The Advisory Council Coordinator works with the MBNMS Network Manager to provide and maintain the Advisory Council web site and list serve. The Advisory Council web site provides up to date access to the materials produced for and from each Advisory Council meeting. It includes the Advisory Council meeting schedule, agendas, meeting minutes, membership contact information and log of Advisory Council actions. The Advisory Council list serve is maintained to reflect current Advisory Council membership. An Advisory Council “interests” list is also maintained and available for members of the public to receive Advisory Council meeting notices and other information.

***Activity 3.5: Distribute Notices of Sanctuary Advisory Council Meetings to the Public and Interested Parties***

The MBNMS Advisory Council Coordinator widely distributes notices of Advisory Council meetings. These notices are distributed through the Advisory Council list serves, as well as the MBNMS’s other list serves (e.g., education, research, conservation, business and tourism). The MBNMS Community and Public Relations Coordinator also releases community or calendar notices of Advisory Council meetings to local and regional media.

***Activity 3.6: Periodically Update Sanctuary Advisory Council Charter and Protocols***

The Superintendent and the Advisory Council periodically review the Charter to ensure it is up to date and to adequately address problems or needs of the Advisory Council, or any new legal or programmatic requirements of the program. The Advisory Council Charter and Protocols outline the objectives and scope of the Advisory Council’s activities, description of duties for which the Advisory Council is responsible, procedural requirements on the appointment of Advisory

Council members and Officers, requirements for the conduct of Advisory Council members and meetings, and other requirements. All Advisory Council activities must be conducted pursuant to this charter and the protocols attached to and incorporated as part of this Charter. The complete MBNMS Advisory Council Charter and Protocols can be viewed at:

<http://montereybay.noaa.gov/intro/advisory/chartprot.html>

***Activity 3.7: Periodically Review Sanctuary Advisory Council Membership***

The Advisory Council may periodically review its membership to determine if it has the appropriate membership for community and agency involvement. The MBNMS Advisory Council was created before a congressional restriction was enacted limiting the size of Advisory Councils to fifteen voting members. However, for sites not subject to this restriction NMSP Advisory Council guidelines strongly urge Advisory Councils like Monterey Bay to limit its voting members to twenty. The Advisory Council may also review the focus and membership of its working groups as necessary to implement MBNMS programs.

***Activity 3.8: Continue Coordination Between the Monterey Bay and Gulf of the Farallones (GFNMS) Advisory Councils***

To ensure integration on issues and opportunities for the northern management area (NMA) of the MBNMS, a meeting of the MBNMS and the GFNMS Advisory Councils will be held annually. The MBNMS and GFNMS Advisory Councils may also chose to appointment liaisons from their Advisory Councils to attend each other's meetings.

***Activity 3.9: Support Sanctuary Advisory Council Working Groups***

The MBNMS Advisory Council is supported by four standing working groups: the Research Advisory Panel, the Sanctuary Education Panel, the Conservation Working Group, and the Business and Tourism Advisory Panel, each respectively dealing with matters concerning research, education, resource protection, business and tourism. Individuals selected to fill the conservation, education, research, and business and tourism seats on the Advisory Council serve as the chair of each respective working group. The working groups are composed of experts from the appropriate fields of interest and most meet monthly or bimonthly, serving as advisors to the Advisory Council and the MBNMS Superintendent.

***A. Research Activity Panel (RAP)***

The RAP is presently composed of representatives from twenty-one research institutions and organizations. The Research representative on the Advisory Council chairs the RAP. The RAP meets eight times per year, at different member institutions, to discuss the latest developments in regional science and upcoming research opportunities. The RAP advises the Advisory Council on research priorities that are primarily related to management of the MBNMS. In a coordinated effort with SIMoN, the RAP also promotes, encourages, and reviews research projects in the MBNMS. The RAP reviews and advises MBNMS management on the MBNMS research permits process and assists with the organization and dissemination of information on research activities within the MBNMS. The RAP also participates in developing the theme and program presentations for the Annual Sanctuary Currents Symposium and provides a mechanism for facilitating the integration of marine research and policy.

More information on the RAP can be found on the RAP website at:  
[http://montereybay.noaa.gov/intro/advisory/rap\\_objectives.html](http://montereybay.noaa.gov/intro/advisory/rap_objectives.html)

B. *Sanctuary Education Panel (SEP)*

The Education representative on the Advisory Council chairs the SEP. The SEP assists the MBNMS in fulfilling its education mission to promote MBNMS awareness, understanding, appreciation and stewardship through public education and conservation programs. The SEP helps facilitate MBNMS collaboration with regional organizations, agencies and individuals who share similar educational goals and who, through partnerships, can help strengthen the effectiveness of MBNMS education efforts. SEP membership includes educators from aquariums, universities, conservation organizations and agencies, as well as K-12 classroom teachers. The SEP reviews program proposals, advises on educational priorities, provides feedback on the development of exhibits, publications, programs, events and services to educate the public about the MBNMS, and helps facilitate collaboration with organizations that provide marine-oriented on-site, outreach and teacher programs.

More information on the SEP can be found on the SEP website at:  
<http://montereybay.noaa.gov/intro/advisory/sep.html>

C. *Conservation Working Group (CWG)*

The Conservation representative on the Advisory Council chairs the CWG. The mission of the CWG is to help promote and achieve comprehensive and long-lasting stewardship of the MBNMS through continued oversight and advocacy. CWG members work to ensure that the MBNMS is not neglected or exposed to new threats. The CWG identifies resource protection and management needs and makes recommendations on protection and management priorities, strategies, and policies. The Advisory Council and associated working groups, and other appropriate parties. CWG members collaborate in building a well-informed and supportive constituency for the MBNMS through pro-active education, organization memberships, public and media outreach, and citizen involvement activities. The CWG also promotes communication and coordination among conservation organizations and other non-governmental organizations, user groups, MBNMS staff, the Advisory Council and other MBNMS-related working groups, and other appropriate parties.

More information on the CWG can be found on the CWG website at:  
<http://montereybay.noaa.gov/intro/advisory/cwg.html>

D. *Business and Tourism Activity Panel (BTAP)*

The BTAP is co-chaired by the Business/Industry representative and Tourism representative on the Advisory Council. Membership includes representatives from local ocean-related businesses and organizations, hotels, commercial industries, harbors, chambers of commerce and visitors and convention bureaus. The BTAP provides input on policy-related matters and advises the Advisory Council and MBNMS Superintendent on issues affecting local businesses. The goals of the BTAP are to provide a recognized mechanism for communicating Business and Tourism interests to the Advisory Council

and thus the MBNMS Superintendent, and to help Business and Tourism industries and the MBNMS build cooperative and effective partnerships of benefit to both the MBNMS and business.

More information on the BTAP can be found on the BTAP website at:  
<http://montereybay.noaa.gov/intro/advisory/btap.html>

***Activity 3.10: Continue to provide MBNMS Staff Support for Advisory Council Working Groups***

The MBNMS provides a member of the MBNMS staff for all regularly scheduled Advisory Council Working Group meetings. This staff member works closely with the Working Group Chair to develop meeting agendas, facilitate meetings and to provide other support as needed. MBNMS staff also works closely with the Advisory Council and the Advisory Council Working Groups and their Chairs to ensure the missions of the Working Groups are relevant to implementation of the MBNMS’s management plan.

***Activity 3.11: Assist Working Groups in Defining Each Group’s Membership Protocols and Decision-making Protocol***

The Advisory Council Charter and Protocols direct the working groups to develop a process for selecting membership and making decisions. MBNMS staff will continue to work with each working group to refine membership and decision-making protocols.

***Activity 3.12: Work with Business and Tourism Activity Panel Members and Other Business and Tourism Leaders to Develop Collaborative Partnerships of Benefit to the MBNMS and the Business Community.***

MBNMS staff will work with BTAP members and other key business and tourism leaders to develop a strategic marketing and outreach plan. Interactive workshops and other mechanisms will be used to engage the business/tourism community in structured conversations that 1) help forge a better understanding between the Sanctuary program and the business community, and 2) identify, evaluate and prioritize projects of mutual benefit and the ways to implement them. These workshops will serve as important building blocks for a longer range plan.

**Strategy OA-4: Conduct Facilities Assessment**

MBNMS will develop a comprehensive facilities plan that identifies staffing and other resources necessary to adequately implement all programs identified in the management plan. MBNMS will evaluate the physical office space needs, as well as the geographic needs along the MBNMS coastline for projected staff. The need for different office locations and staffing decentralization will also be addressed. Other facility needs to be addressed include the need for a research and patrol vessel for MBNMS.

***Activity 4.1: Assess Facility Adequacy***

*Monterey Office – 299 Foam Street*

The Monterey office is leased through a property management firm.

Square footage:           7,168

Personnel capacity: 28  
Space occupied: 25  
Lease expiration: June 30, 2010

*Satellite Office – Southwest Fisheries Science Center*

The National Marine Fisheries Service and the MBNMS have a joint partnership concerning a small office space co-located at the Fisheries Lab in Santa Cruz.

Square footage: 726  
Personnel capacity: 8  
Space occupied: 6  
Agreement expiration: December 31, 2015

*Satellite Office – Hearst Castle State Beach, San Simeon*

The San Simeon office is located at San Simeon Coastal Discovery Center at the William Randolph Hearst Memorial State Beach. The facility is owned by the California Department of Parks and Recreation and the program is operated by the MBNMS. State Parks has provided the space to the MBNMS through a Memorandum of Agreement (MOA). The space also serves as a visitor center, which was a MBNMS priority to establish in the region.

Square footage: 1,380  
Personnel capacity: 4  
Space occupied: 4 (2 MBNMS staff and 2 State Parks staff)

***Activity 4.2: Assess Needs for Existing and Future Office Space***

The Strategy OA-1, Assess Staffing Needs, addresses the need to refine the staffing plan and organization method for the MBNMS. These staffing needs are directly related to facilities needs and office space.

***Activity 4.3: Develop and Pursue a Comprehensive Facilities Plan for MBNMS Facilities Throughout the MBNMS***

Working with the NMSP HQ, MBNMS will develop a Master Facilities Plan. The plan will feed into a NMSP Facilities Plan that addresses comprehensive facility needs for all sites.

***Activity 4.4: Assess Other Facility Needs***

The MBNMS will assess other facility needs and develop plans for acquisition or construction of:

***A. Boat Needs***

The NMSP owns and operates the R/V FULMAR, a state-of-the-art 67ft Teknicraft hydrofoil-assisted, aluminum-hulled catamaran. The vessel is homeported in Monterey Harbor in the MBNMS, yet also serves the Gulf of the Farallones and Cordell Bank national marine sanctuaries. MBNMS also owns and operates a 30ft patrol boat SHARKCAT that is used for enforcement, research and diving operations.

B. *Slip Space Needs*

MBNMS currently utilizes the 100ft NOAA floating dock located on the United States Coast Guard Pier in Monterey for the 67ft R/V FULMAR and the 30ft P/B SHARKCAT. See Strategy OA-6, Coordinate and Conduct Boat Operations.

C. *Dive Locker Needs*

MBNMS currently utilizes space on the Monterey United States Coast Guard Pier for a dive locker. The United States Coast Guard is remodeling the pier after which they may be able to offer the MBNMS an additional or remodeled dive locker space. See Strategy OA-7, Oversee and Conduct Dive Operations.

D. *Santa Cruz Visitor Center*

An interpretive center is needed to help raise public awareness of ocean issues, promote environmental stewardship, foster community support, and give the MBNMS a more tangible presence. Facilities for education, research, and outreach provide a critical vehicle for interaction and developing a sense of stewardship with the constituent base of the MBNMS. The Interpretive Facilities Action Plan addresses the need for these types of facilities and develops a plan for a MBNMS Visitor Center.

E. *Research Facility and Laboratory*

MBNMS will require a research facility and laboratory to analyze data collected from monitoring efforts along the shoreline as well as from the new research vessel. This should be located in close proximity to the slip for the vessel. Other options could include partnering with one of the research institutions at Moss Landing, UCSC's Long Marine Laboratory in Santa Cruz, or Stanford University's Hopkins Marine Station in Monterey.

### **Strategy OA-5: Conduct Administrative Initiatives**

MBNMS will develop a comprehensive operations program that identifies staffing and other resources necessary to adequately implement all programs identified in the revised management plan unless otherwise reorganized. MBNMS will continue to conduct administrative operations through the Program Operations Team in support of the Research, Education and Resource Protection Teams. The Program Operations Team carries out the MBNMS's effective, day-to-day administration, providing the services necessary to fulfill the mission of the MBNMS and facilitate management of the MBNMS.

#### ***Activity 5.1: The Sanctuary Superintendent Will Continue to:***

- A. Direct MBNMS operations
- B. Manage MBNMS resources
- C. Address the input of stakeholders from the communities within the MBNMS boundaries
- D. Serve as primary point of contact for the Sanctuary Advisory Council, as well as local government officials and representatives of state and federal government offices in the region
- E. Liaison with the Superintendents or Managers of the other national marine sanctuaries

- F. Work with the Director of the NMSP on facets of MBNMS and NMSP operations

***Activity 5.2: The Deputy Superintendent Will Continue to Manage Human Resources in Coordination with the Superintendent and Other Team Coordinators***

This includes:

- A. Recruitment and retention
- B. Training and career enhancement
- C. Employee performance and recognition
- D. Time and attendance
- E. Contractor invoice management

***Activity 5.3: The Deputy Superintendent Will Continue to Administer Financial Operations***

MBNMS works with NOAA’s Western Regional Center (WRC), which provides a comprehensive suite of administrative services, including procurement, personnel services, health and safety, administrative payments, space management, regional engineering, environmental compliance, publications, IT support, and security. The Program Operations Coordinator’s responsibilities include:

- A. Oversee budget, contracting and acquisitions
- B. Produce an Annual Operating Plan
- C. Conduct procurements for supplies and services
- D. Submit required reports to NMSP headquarters

***Activity 5.4: MBNMS Will Operate, Track and Maintain Government Vehicles***

- A. Produce a monthly mileage report
- B. Produce a quarterly report that outlines gallons of gas consumed, mileage used, and any maintenance costs

***Activity 5.5: MBNMS Will Continue to Process Travel Orders/Vouchers in Travel Manager***

***Activity 5.6: MBNMS Will Develop Office Safety and Emergency Response Procedures for All Office Locations to Address Emergency Risks, Homeland Security Requirements, and Natural Disasters***

***Activity 5.7: MBNMS Will Maintain Interagency Cooperation Agreements and All Other Memorandums of Agreement***

***Activity 5.8: MBNMS Will Continue to Partner with the Monterey Bay Sanctuary Foundation, a Nonprofit Organization Whose Mission is to Advance the Understanding and Protection of MBNMS, Other National Marine Sanctuaries in California, and with Other Nongovernmental Partners***

***Activity 5.9: MBNMS Will Continue to Manage Community Relations and Public Affairs, Including Drafting Press Releases, and the Coordination of Media Coverage Related to MBNMS Activities***

***Activity 5.10: MBNMS Will Continue to Maintain a Local Office Computer Network and Manage the MBNMS Website***

***Activity 5.11: The MBNMS Research Coordinator Will Continue to Manage the Research Team and Participate in NMSP-wide Activities Relating to Research***

***Activity 5.12: The MBNMS Education Coordinator Will Continue to Manage the Education Team and Participate in NMSP-wide Activities Relating to Education, Including General Outreach Products and Events. Products Include Quarterly Newsletters, an annual State of the Sanctuary Report, and an Annual Sanctuary Currents Symposium Event***

***Activity 5.13: The MBNMS Resource Protection Coordinator Will Continue to Manage the Resource Protection Team and Participate in NMSP-wide Activities Relating to Resource Protection***

## **Strategy OA-6: Coordinate and Conduct Boat Operations**

MBNMS conducts boat operations in support of MBNMS management, research, education, and enforcement programs. Field operations enable MBNMS staff to maintain a direct connection to the resources they are charged to protect and provide real-time assessment of conditions in the MBNMS. Staff spend many hours in the field each year performing scientific research, collecting information for educational programs, monitoring various human activities and natural phenomenon, and conducting enforcement surveillance, investigation, and response.

MBNMS staff must be a presence on the waters of the MBNMS to ensure effective and efficient Sanctuary research and management and protection of MBNMS resources. Boat operations are necessary to support:

- A. Ecosystem-focused research, monitoring and resource characterization to assist with resource management
- B. Research, monitoring, characterization, and protection of maritime heritage resources
- C. Monitoring key activities and resources to understand how the environment is responding to changing human uses and environmental conditions
- D. Enforcing MBNMS regulations and monitoring regulatory compliance
- E. Emergency response to spills and groundings
- F. Maintenance of MBNMS infrastructure (mooring buoys, ocean observatories, special navigation markers, environmental remediation sites)
- G. Education and outreach



The MBNMS small boat program is currently used to complete the following activities:

- A. Habitat mapping
- B. Sea bird and marine mammal observations
- C. Kelp forest research surveys
- D. Benthic monitoring along the remote Big Sur coastline
- E. West Coast Observation Program buoy installation and maintenance
- F. Collaborative research with National Marine Fisheries Service, and other NOAA agencies
- G. Oceanographic monitoring
- H. Archeological/ cultural research
- I. Baseline data collection for introduced species and marine reserves
- J. Investigation and surveillance activities
- K. Monitoring of permitted activities such as fireworks, overflights and whale watch operations
- L. Support for dive operations
- M. Ship to shore transfers of personnel and/or equipment
- N. Inter-agency support such as training with United States Coast Guard
- O. Assistance for vessels in distress

*Figure OA-2: R/V Fulmar supports education, research and resource protection programs*



#### *Program Operations Coordinator*

The Program Operations Coordinator is assigned by the Sanctuary Superintendent to supervise all aspects of MBNMS watercraft operations, including boat maintenance and repair, equipment procurement, safety standards, training guidelines and requirements, boat operator and crewmember selection and designation, and boat use policies and procedures.

#### *Marine Operations Coordinator*

The Marine Operations Coordinator is responsible for the day-to-day operation of vessels and for implementing all requirements in accordance with this NOS Small Boat policy. General

responsibilities include: creation and maintenance of a 12-month schedule for each vessel, reflecting research, education, outreach, maritime heritage, maintenance, inspection, and other related activities.

#### *Operator-in-Charge (OIC)*

USCG qualified OICs are required for operation of the R/V FULMAR. The OIC makes the decision whether to conduct, postpone, or cancel operations based on weather, the status of the vessel, available personnel, and other pertinent factors.

#### *Vessel Operators*

MBNMS vessel operators are designated MBNMS staff members that have successfully completed an approved boater familiarization and safety course or an advanced boat operations course, as well as operational proficiency training aboard the P/B SHARKCAT. All boat operators also have current Red Cross or equivalent certification in cardiopulmonary resuscitation (CPR) and First Aid.

#### *Crewmembers*

Crewmembers are MBNMS staff that has completed a practicum on basic boat operations (including underway operations, docking, anchoring, communications, and emergency procedures). The Program Operations Coordinator in consultation with the appropriate Team Coordinators schedules crewmembers so that sea time and periods of operational time are equitably distributed among MBNMS staff involved in boat operations.

### **Partnership Agreements**

#### *United States Coast Guard (USCG)*

MBNMS coordinates all of its boat operations with United States Coast Guard Station, Monterey. The United States Coast Guard holds “guard” during MBNMS boat operations by maintaining radio contact with the MBNMS boat operators every thirty minutes. MBNMS may also call upon United States Coast Guard vessels for aid with enforcement operations.

#### *California Department of Fish and Game (CDFG)*

MBNMS has an agreement with CDFG that allows the MBNMS to call upon CDFG boats for aid with enforcement operations. This mechanism has rarely been used due to staffing limitations for CDFG.

#### *Others*

MBNMS may also purchase sea time aboard other research and private vessels in the area.

#### ***Activity 6.1: Maintain and Implement Boat Operations Guidelines***

MBNMS currently operates the R/V FULMAR and the P/B SHARKCAT under the NOAA Small Boat Safety & Procedures Manual and the NOAA Administrative Order on the management of small boats<sup>14</sup>. MBNMS also utilizes a vessel policy that includes standing orders

and risk management documents that enable the Captain to evaluate whether the conditions indicate that operations should be conducted. These conditions shall include weather and sea state, as well as the qualification levels of the personnel conducting the operation.

***Activity 6.2: Maintain and Implement Vessel Operator and Crew Member Qualification Plan***

To effectively meet MBNMS mission requirements through operational boat crews, the Program Operations Coordinator shall monitor qualifications of crew and set qualification goals. The Program Operations Coordinator will also compile a list of specific upcoming activities and events that will require boat support.

Operational schedules will be structured to ensure that training and proficiency requirements are met by developing an annual schedule to include scheduled operations for boat maintenance and personnel proficiency training. All boat operations will be coordinated with each other to ensure that a boat maintenance, qualification, research, or resource protection objective is met whenever possible.

***Activity 6.3: Implement Small Boat Operations to Address Activities Identified in Other Action Plans***

MBNMS will develop a small boat operation plan that articulates the needs of a boat program for the MBNMS, including the projected needs as indicated in other plans. In coordination with other west coast sanctuaries, the boat will be operated to support identified priority activities including:

- Subtidal characterization
- Remote coastline access
- Seafloor characterization
- Storm water runoff monitoring
- Bird / mammal surveys
- Surveying of trawling effects
- Submerged cable monitoring
- Student field trips
- Teacher training
- Training / orientation
- Enforcement / permit compliance
- Dive proficiency training
- Large animal tagging
- Buoy deployment and maintenance

**Strategy OA-7: Oversee and Conduct Dive Operations**

The mission of the NOAA Dive Program is to ensure that all NOAA diving operations are conducted safely, efficiently, and economically in support of NOAA’s goals and objectives. The strategic vision, goals and objectives of the NOAA Dive Program are:

- To establish standards and procedures for conducting safe diving operations
- To provide professional, comprehensive, and innovative instruction
- To provide safe, state-of-the-art, and well maintained dive equipment
- To investigate new diving technologies and techniques
- To foster cooperative working relationships with the local diving community, including other research diving programs
- To promote NOAA and the Dive Program through educational outreach

The MBNMS dive team is part of the NOAA Dive Program. The MBNMS dive team currently consists of three NOAA certified Dive Masters. MBNMS utilizes the service of the Unit Dive Supervisor on staff at the NOAA National Marine Fisheries (National Marine Fisheries Service) Lab located in Santa Cruz. Research divers certified through the University of California (Santa Cruz) and the California State University (Moss Landing Marine Laboratories) may also participate in NOAA diving operations under reciprocal diving agreements. The MBNMS dive program supports the goals and objectives of the NOAA Dive Program. Field operations enable MBNMS staff to maintain a direct connection to the resources they are charged to protect and provide real-time assessment of conditions in the MBNMS.

***Activity 7.1: Identify Needs for Diving Operations from Other Action Plans***

MBNMS will develop a dive operations plan that articulates the needs of a diving program for the MBNMS, including the projected needs as indicated in other action plans.

Present and potential dive activities include:

- Kelp monitoring along the Big Sur Coastline
- NOAA dive training, testing and maintenance of proficiency
- Invasive and introduced species detection, monitoring and eradication
- Boat hull inspections and de-fouling of propellers on NOAA and other vessels
- Shipwreck groundtruthing of the MBNMS shipwreck database and archaeological surveys (e.g., mapping of subtidal artifacts)
- Inspection of submerged structures and pre-surveys for potential permit sites
- Collection of evidence for enforcement
- Damage assessment of subtidal areas affected by a recent shipwreck or grounding
- Recovery of debris from the seabed such as dive cleanup events
- Fish identification surveys such as Great Annual Fish Count
- Support underwater interpretive programs such as JASON Expeditions and the NMSP telepresence program
- Deploy and recover equipment/instruments and assist in Remotely Operated Vehicle (ROV) operations
- Sample collections and subtidal monitoring activities
- Buoy inspection, retrofitting, repair, and maintenance
- Assist in Search and Rescue (SAR) operations

***Activity 7.2: Establish a Staff Qualification Plan***

In order to operate a qualified dive team that can fully utilize the R/V FULMAR, MBNMS requires at least three staff members that are qualified as a Dive Master and a minimum of three staff members that are qualified as NOAA certified scientific divers. MBNMS divers that hold dive qualifications from the Professional Association of Diving Instructors (PADI) or the National Association of Underwater Instructors (NAUI) may also apply to participate in NOAA diving operations as Working Divers. The Program Operations Coordinator will identify the qualification levels of the MBNMS staff members who are interested in attaining NOAA diving status and develop a plan for these staff members to gain that status. The Program Operations Coordinator will also identify the MBNMS staff members who are interested in basic or

advanced dive qualifications and will develop a plan for these staff members to attain those qualifications in order to ultimately gain NOAA Working Diver status.

***Activity 7.3: Improve Outreach Efforts to the Local Dive Community in Order to Foster Collaborative Working Relationships***

***Activity 7.4: Develop Reciprocity Agreements with Other Research Diving Programs to Facilitate Collaborative Research***

**Strategy OA-8: Oversee and Conduct Aircraft Operations**

The MBNMS conducts aircraft operations in support of Sanctuary management, research, education, and enforcement programs. The Monterey Bay and Channel Islands National Marine Sanctuaries have, in the past, shared a NOAA aircraft. The former Air Force single engine plane, a Lake Amphibian, stationed in Santa Barbara, is scheduled to make weekly trips around each Sanctuary.

***Activity 8.1: Assess Aircraft Needs Based on the Management Plan Priorities***

In order to meet MBNMS aircraft operations requirements, MBNMS will investigate cooperative agreements with other local agencies, such as the Center for Interdisciplinary Remotely-Piloted Aircraft Studies (CIRPAS), a research center at the Naval Postgraduate School in Monterey, that have sufficient aircraft available. MBNMS will also coordinate with the NOAA regional facilities coordinator to investigate MBNMS needs and requirements to support a NOAA twin otter.

***Activity 8.2: Based on Needs Assessment, Develop and Implement Aircraft Operations Plan***

MBNMS aircraft operations would require a twin engine, high wing, propeller or turbo-prop aircraft that is built for observations, including bubble windows and observation software. The aircraft must be able to fly slowly and remain aloft for extended periods. Perhaps a twin otter or a NOAA Shrike would meet the MBNMS needs. If MBNMS were allocated an aircraft, it would also require a NOAA pilot or another pilot with qualifications that allow NOAA personnel on board. MBNMS would also require hangar space and a maintenance contract or mechanic.

**Strategy OA-9: Maintain and Enhance Permit Program**

The MBNMS permit program provides a mechanism to review requests to conduct prohibited activities within the MBNMS, and where appropriate, permit or authorize their conduct in such a way as to have only negligible, short-term adverse effects on MBNMS resources and qualities. The permit program provides a mechanism to develop modifications or conditions on proposed projects, which will reduce impact to MBNMS resources. The MBNMS has issued permits for the following activities:

Substrate collection (seabed alteration) – the MBNMS has issued, and will continue to issue under appropriate circumstances, permits to alter the seabed by researchers or educators that have an interest in collecting substrate for studies or displays that will in turn further research or education efforts related to MBNMS resources.

Placement of bolts (seabed alteration) – the MBNMS has issued, under appropriate circumstances, permits to alter the seabed by the drilling of bolts into rock for the purpose of intertidal or subtidal (scuba depth) research or monitoring studies.

Operating aircraft within the MBNMS Overflight Restriction Zone – the MBNMS has issued, under appropriate circumstances, permits for conducting aircraft operations for research purposes within the MBNMS overflight restriction zones. These MBNMS permits have modified or conditioned the proposed projects and subsequent permits to ensure that there would be no adverse impacts to MBNMS resources or qualities.

Conduct of management activities – the NMSP has issued a Sanctuary Managerial Permit to the MBNMS which has allowed certain activities to be permitted under this permit and has included, but is not limited to, enforcement training, installation of equipment for research and educational purposes, and sediment collection.

Research trawling (seabed alteration) – the MBNMS has issued permits to NOAA Fisheries, the agency primarily tasked with understanding and assessing the populations of commercially harvested species, to conduct trawl studies within the MBNMS. Though MBNMS regulations prohibit alteration of the seabed, lawful fishing operations are excepted from this prohibition, whereas research is not; hence the need for NOAA Fisheries to obtain a permit.

Scattering of remains – the MBNMS has authorized the US Environmental Protection Agency General Permit For Burial At Sea (CFR Part 229.1) and the State of California Health and Safety Code §7116 and §7117, which allows for the discharge of cremated human remains within the boundaries of the MBNMS. Special conditions apply, including that no such scattering may take place within 500 yards of the shoreline.

Shark attraction – the MBNMS has issued, under appropriate circumstances, permits to researchers to attract white sharks to the waters surrounding Año Nuevo, a known white shark feeding area, for the purpose of furthering marine research on this protected species.

Discharges – the MBNMS has issued, under appropriate circumstances, permits to discharge a small volume of non-toxic fluids or materials for research purposes within the MBNMS. This has included dye tests to determine fluid movement for research purposes.

Coring (seabed alteration) – the MBNMS has issued, under appropriate circumstances, permits to researchers interested in obtaining sediment cores for geophysical or biological analysis.

Equipment placement (seabed alteration) – the MBNMS has issued, under appropriate circumstances, permits for the placement of equipment upon the seabed, an activity that is prohibited by the seabed alteration regulation. Past permitted equipment has included moorings, anchors, passive receivers, monitors, placement of invertebrate traps, etc.

***Activity 9.1: Maintain Review of Projects via the Permit Program***

In order for the MBNMS to understand, measure, and control all otherwise prohibited activities within the MBNMS, and to minimize the cumulative impacts of these activities, the MBNMS will continue to improve its permit program, including:

- A. Continue to evaluate permit requests on a case-by-case basis by conducting environmental review to evaluate potential impacts and issue or deny permits accordingly
- B. Continue tracking relevant projects that may require a permit, as well as evaluating environmental documents and coordinating with other scientists in an effort to discern potential impacts
- C. Develop modifications and conditions on projects to reduce impacts to MBNMS resources, and communicate with applicants regarding procedures and operations
- D. Monitor permitted activities to ensure compliance with permit conditions, and increase the current level of monitoring to encompass a broader number of permits. This could be better accomplished by developing partnerships with other regulatory agencies to meet this goal
- E. Require permittees to provide the MBNMS with the data and results gained through research conducted with research permits, to enrich knowledge of the ecosystem, helping MBNMS to better manage the resource
- F. Work with others to develop, maintain and refine use of a searchable GIS database for permit data, including locations of permitted activities and type of permit or authorization issued. This is particularly important for priority concern issues such as overflights or coastal armoring. Working in collaboration with other agencies that issue permits for such activities is a likely nexus
- G. Continue to provide a permit report for each Sanctuary Advisory Council meeting and the public via the MBNMS website,  
<http://montereybay.noaa.gov/intro/Advisory/advisory.html>

***Activity 9.2: Improve Coordination and Consistency with Regulatory Agencies***

MBNMS staff will coordinate with other regulatory agencies issuing permits to ensure consistency with applicable laws.

***Activity 9.3: Review Permit Process to Improve Efficiency and Effectiveness***

The MBNMS will examine methods to improve the efficiency and effectiveness of the permit process for certain prohibited activities that are determined to have negligible short-term adverse individual and cumulative impacts on MBNMS resources and qualities. MBNMS intends to work with NMSP Headquarters to develop an online process that will aid researchers in determining if their project would qualify for this type of permit and would include application instructions.

The goal of a more efficient review process for minor permits is to obtain:

Greater compliance from researchers

A reduction of paper for researchers and the MBNMS throughout the application and permitting process

Efficiency and additional staff time devoted to larger projects requiring more rigorous review

Continued and improved tracking of small-scale research projects by MBNMS staff

The MBNMS will identify research activities that will have minimal impacts on MBNMS resources and qualities and identify a threshold for expedited review of these activities. Minimal

impact research activities considered include: small-scale research projects that may include, but not be limited to, installation of bolts for quadrats for the purpose of monitoring, minor equipment placement, sand sampling, or other similar activities.

***Activity 9.4: Conduct Outreach to Inform the Public About the Permit Process***

Many prohibited activities that may qualify for a permit are being conducted without proper approval from MBNMS. To increase awareness about the MBNMS prohibitions and permit process, MBNMS will coordinate with the RAP to educate local scientists and work with the BTAP to educate local business owners on the MBNMS permitting and authorization process. MBNMS will also work with Elkhorn Slough National Estuarine Research Reserve (ESNERR) in their coastal decision-maker program.

***Activity 9.5: Improve Website Information***

The MBNMS should improve website information so that potential permittees can easily understand and use the permit program and application process.

- A. Update the website to ensure that other agency information about prohibited activities and permit contacts is current.
- B. Include a checklist of all statutes and other agencies that may issue a particular permit so that the applicant is made aware of other applicable laws or regulations. This website information will increase education about other state or federal authorizations or permits that may be required for the conduct of certain activities.

***Activity 9.6: Improve Authorization Coordination***

The MBNMS reviews authorizations on a case-by-case basis. MBNMS will work with partners to improve coordination and ensure that agency permit approvals are consistent with the MBNMS mandate of ecosystem protection. The MBNMS will continue to issue authorizations to conduct prohibited activities, where appropriate. The MBNMS will continue to utilize the following three options when issuing authorizations as outlined in the September 1992 *Federal Register* at §922.133 and summarized below:

- A. The MBNMS Superintendent notifies the applicant and authorizing agency that he does, or does not, object to issuance of the permit for a project.
- B. If the MBNMS does not object to the project, the MBNMS may ask the primary permitting agency to include special terms or conditions on the other agency's permit license, approval or authorization permit that alleviates damage to MBNMS resources or qualities.
- C. If the primary permitting agency will not include MBNMS special conditions in the permit, or there is insufficient time for that to occur, then the MBNMS Superintendent imposes terms or conditions to the applicant through a separate MBNMS authorization.

***Activity 9.7: Develop a Fee Process for the Special Use Permit***

The MBNMS will continue to coordinate with the NMSP headquarters to develop the fees associated with Special Use Permits. This consideration will help determine the value of using the resources, often for commercial gain, while ensuring that the MBNMS is able to recoup any



costs that may be associated with permit issuance. The MBNMS will evaluate when fees are appropriate to be levied for this purpose.

***Activity 9.8: Develop a Permit Compliance Program***

The MBNMS will develop a permit compliance program to track permittee compliance. It will include a mechanism to improve future permits based on results of compliance monitoring. The MBNMS issues about sixty permits or authorizations a year, with approximately fifteen conditions on each permit. Each condition requires the permittee to take or avoid an action. Often, these include special construction or operations strategies to reduce or avoid impacts to MBNMS resources. Most permits require one or more report(s) to be produced. A permit compliance program is necessary to ensure that the permit program is effective in preventing injury to MBNMS resources.

***Activity 9.9: Strengthen Enforcement***

It is critical to strengthen the availability of surveillance and enforcement capabilities and to increase the visibility of MBNMS enforcement to ensure protection of the resources, and to enhance outreach, streamlining, and inter-agency coordination efforts.

- A. Increase the field presence of MBNMS enforcement to detect the occurrence of prohibited activities in an effort to ensure greater protection of the MBNMS
- B. The MBNMS Enforcement Officer will monitor activities permitted within the MBNMS to ensure compliance with MBNMS permit requirements
- C. The MBNMS Enforcement Officer will coordinate with other regulatory agencies involved to monitor activities authorized within the MBNMS to ensure compliance with MBNMS permit requirements
- D. Improve inter-agency coordination on enforcement to leverage field efforts, including MBNMS, California Department of Fish and Game, State Parks, and local police
- E. NOAA will finalize and use a summary settlement process, when appropriate, that would allow tickets to be levied on offenders conducting prohibited activities without a permit or authorization

**Strategy OA-10: Increase Interagency Program Review**

The goal of this strategy is to address the need to provide policy guidance to local, state and federal agencies and stakeholders in order to implement the resource protection, education, and research programs, policies, and regulations of the MBNMS. This occurs often through commenting on other agencies' programs, policies, regulation modification, and environmental review during public processes such as general plan updates, local coastal plan updates, and fishery management plan development.

***Activity 10.1: Conduct Outreach to Agencies and Stakeholders***

MBNMS staff will provide ongoing guidance to local, state, and federal agencies, developers, and the public at large through targeted issue-specific outreach programs.

***Activity 10.2: Review and Comment on Local Land Use Decisions***

MBNMS staff will track and evaluate local and regional land use decisions where coastal development may negatively impact MBNMS resources.

***Activity 10.3: Review and Comment on Local Coastal Program Updates***

MBNMS staff will work with Local Coastal Program updates to improve existing policies and incorporate these guidelines where possible.

***Activity 10.4: Review and Comment on Fishery Management Plan Updates***

MBNMS staff will work with fishery managers and fishery management agencies as updates to existing fishery management plans occur or new fishery management plans are proposed.

***Activity 10.5: Testify at Local Hearings on Issues Affecting the MBNMS***

MBNMS staff will offer comment and testimony at public workshops or hearings where decisions are being made or input is being sought regarding a decision that has the potential to affect the resources or qualities of the MBNMS.

***Activity 10.6: Review and Comment on Other Plans and Projects***

MBNMS will also review and comment on other types of plans, projects and policies that may impact MBNMS resources.

*Action Plan Partners:* Monterey Bay Sanctuary Foundation, Monterey Bay Aquarium, NOAA’s Western Administrative Services Center, Monterey Bay Aquarium Research Institute, Bureau of Land Management, California State University Monterey Bay, Friends of Hearst Castle, California Department of Parks and Recreation, Monterey Institute of International Studies, Marine Advanced Technology Education Center at Monterey Peninsula College, local public high schools, local private institutions, local cities, local colleges and universities, NOAA/National Marine Fisheries Service, United States Coast Guard, City of Santa Cruz, Civil Air Patrol, United States Coast Guard Auxiliary, California Department of Fish and Game, State Parks, other regulatory agencies, Team OCEAN or BayNet, academic and other research institutes.

Table OA.1: Measuring Performance of the Operations and Administration Action Plan

| Desired Outcome(s) For This Action Plan:  |   |
|---|---|
| Effectively administer and operate the programs necessary to understand, protect, and educate the public about the resources and qualities of the MBNMS.  |   |
| Performance Measures  | Explanation   |
| <p>By 2012, increase by 30% the number of volunteer hours dedicated to MBNMS public awareness, ecosystem monitoring and resource protection activities.</p> <p>By 2012, the MBNMS Sanctuary Advisory Council will provide significant input on at least 8 priority issues per year.</p> <p>By 2008, R/V Fulmar is fully staffed and adequately supporting safe and effective boat operations.</p> | <p>The Operations and Administration Action Plan is unique in that its implementation ensures the operation of various programs to address the various issues outlined in other action plans. Two important activities in support of other programs is the operation of our volunteer program and the Sanctuary Advisory Council.</p> <p>MBNMS will continue to track the number of volunteer hours contributed to MBNMS programs.</p> <p>MBNMS currently tracks the number of actions taken by the Sanctuary Advisory Council each year. MBNMS will also track items to considered to be ‘significant input’ which may be include actions such as a) passing of a formal resolution; b) reaching consensus or by vote on item; or c) dedication of three or more SAC meetings to a particular issue.</p> <p>At a minimum, the crew includes a licensed captain and mate and a vessel operations coordinator. Missions aboard the R/V Fulmar are tracked and evaluated each year for safe operations.</p> |

Table OA.2: Estimated Timelines for the Operations and Administration Action Plan

| Operations and Administration Action Plan                        | YR 1     | YR 2                                 | YR 3   | YR 4 | YR 5 |
|--|----------|--------------------------------------|--------|------|------|
| Strategy OA-1: Assess Staffing Needs                             | ●————●   |                                      |        |      |      |
| Strategy OA-2: Develop Volunteer Program                         |          | ●————●                               | .....▶ |      |      |
| Strategy OA-3: Coordinate and Support Sanctuary Advisory Council | ●————▶   |                                      |        |      |      |
| Strategy OA-4: Conduct Facilities Assessment                     | ●————●   |                                      |        |      |      |
| Strategy OA-5: Conduct Administrative Initiatives                | ●————▶   |                                      |        |      |      |
| Strategy OA-6: Coordinate and Conduct Boat Operations            | ●————▶   |                                      |        |      |      |
| Strategy OA-7: Oversee and Conduct Dive Operations               | ●————▶   |                                      |        |      |      |
| Strategy OA-8: Oversee and Conduct Aircraft Operations           | ●.....●  | ————▶                                |        |      |      |
| Strategy OA-9: Maintain and Enhance Permit Program               | ●————▶   |                                      |        |      |      |
| Strategy OA-10: Increase Interagency Program Review              | ●————▶   |                                      |        |      |      |
| Legend   |          |                                      |        |      |      |
| Year Beginning/ Ending   | : ●————● | Major Level of Implementation: ————— |        |      |      |
| Ongoing Strategy   | : ●————▶ | Minor Level of Implementation: ..... |        |      |      |

Table OA.3: Estimated Costs for the Operations and Administration Action Plan

| Strategy   | Estimated Annual Cost (in thousands)* |                  |                  |                  |                  |
|--|---------------------------------------|------------------|------------------|------------------|------------------|
|  | YR 1                                  | YR 2             | YR 3             | YR 4             | YR 5             |
| Strategy OA-1: Assess Staffing Needs                             | \$44                                  | \$40             | \$40             | \$40             | \$40             |
| Strategy OA-2: Develop Volunteer Program                         | \$151                                 | \$151            | \$151            | \$151            | \$151            |
| Strategy OA-3: Coordinate and Support Sanctuary Advisory Council | \$112.5                               | \$112.5          | \$112.5          | \$124.5          | \$124.5          |
| Strategy OA-4: Conduct Facilities Assessment                     | \$12                                  | \$12             | \$12             | \$12             | \$12             |
| Strategy OA-5: Conduct Administrative Initiatives                | \$620                                 | \$620            | \$620            | \$644            | \$641            |
| Strategy OA-6: Coordinate and Conduct Boat Operations            | \$264                                 | \$298            | \$438            | \$438            | \$438            |
| Strategy OA-7: Oversee and Conduct Dive Operations               | \$51                                  | \$74             | \$74             | \$74             | \$74             |
| Strategy OA-8: Oversee and Conduct Aircraft Operations           | \$12                                  | \$0              | \$0              | \$0              | \$0              |
| Strategy OA-9: Maintain and Enhance Permit Program               | \$154                                 | \$211            | \$204            | \$204            | \$212            |
| Strategy OA-10: Increase Interagency Program Review              | \$106                                 | \$106            | \$106            | \$106            | \$106            |
| <b>Total Estimated Annual Cost</b>                               | <i>\$1,526.5</i>                      | <i>\$1,624.5</i> | <i>\$1,757.5</i> | <i>\$1,793.5</i> | <i>\$1,798.5</i> |

\* Cost estimates are for both “programmatic” and “base” (salaries and overhead) expenses.



# Performance Evaluation Action Plan

## Goal

Provide a clear mechanism to evaluate progress in implementing the MBNMS management plan and present a set of performance targets to demonstrate progress towards desired outcomes for each action plan.

## Introduction

Ongoing and routine performance evaluation is an emerging priority for the MBNMS and NMSP as part of an effort to improve overall management of MBNMS. Both site-specific and programmatic efforts are underway to better understand the MBNMS's ability to meet stated objectives and to address the issues identified in this management plan. Beyond these principal goals, performance evaluation has many other benefits, including:

- A. Highlighting successful or not so successful efforts of MBNMS management;
- B. Keeping the public, Congress, and other interested parties apprised of MBNMS effectiveness;
- C. Helping MBNMS management identify resource gaps;
- D. Improving accountability;
- E. Improving communication among sites, stakeholders, the general public and partners in plan implementation;
- F. Fostering the development of clear, concise and, measurable outcomes;
- G. Providing a means to comprehensively evaluate MBNMS management in both the short and long term;
- H. Fostering an internal focus on problem solving and improved performance;
- I. Providing additional support for the resource allocation process; and
- J. Motivating staff with clear policies and a focused direction.

With the measures in this management plan, MBNMS is initiating the performance measurement process for the Sanctuary and, therefore, beginning to establish a baseline of information that can be used by the MBNMS and the NMSP to evaluate effectiveness of the site over time.

A key component to the measuring of performance will be the involvement of the public in understanding the progress of the MBNMS action plans. The MBNMS will provide annual updates to the public through the Sanctuary Advisory Council where feedback can be provided on the program assessment.

## Strategy PE-1: Measure Sanctuary Performance Over Time

This strategy will allow MBNMS to effectively and efficiently incorporate performance measurement into the regular cycle of management. This strategy and related activities are to be implemented by staff from all functional areas. This strategy details the process by which the MBNMS will measure its management performance over time.

Issues and problems are identified during the scoping process relative to site goals and objectives. Staff then works to develop desired outcomes or targets based on a desired change in

the status quo of something, such as the MBNMS’s environmental condition or management capacities. Activities, as identified in each of the action plans, are then grouped under the relevant outcomes. Expected outputs, or products, are also identified. Performance measures are then drafted, which identify the means by which the Sanctuary will evaluate its progress towards achievement of the desired outcomes. Measures can and should be developed to provide information on results over time, from the near term ( e.g. within one year) to the long term (over the span of ten or more years). As these measures are monitored over time, data is collected on progress towards the achievement of outcomes and the production of outputs. Outcomes being achieved and outputs being produced are reported as accomplishments. Inabilities to achieve outcomes or produce outputs are also reported, but as areas that are falling short of targets. In these areas, staff will work to identify the obstacles preventing management from reaching targets. This internal review is one of the primary benefits of the performance evaluation process to produce feedback about why particular actions are or are not meeting stated targets and how they can be altered to do so. The information the performance measures in the site management plans produce will be used not only to improve the management of individual Sanctuaries, but to inform programmatic performance evaluation as well. Although this will be an internal process, results will be compiled, synthesized and then reported by the MBNMS Superintendent in a public document, such as the State of the Sanctuary Report.

There are five activities in this action plan. Each is designed to carry the Sanctuary through the performance evaluation process and integrate performance measurement into the regular cycle of site management.

***Activity 1.1: Consider Development of Logic Models for each Strategy Focusing on those Strategies Requiring Greater Cross-team Interaction***

Logic models provide a “picture” of how a strategy will work. Logic models link outcomes in the short, near and long term with desired outcomes, outputs and inputs. Use of the logic model can also incorporate assumptions and underlying theory of the strategies. Logic models can also be used as reporting tools and help to identify ‘smart’ (i.e., realistic and specific) objectives.

The model will also enable MBNMS staff to see:

- A. How activities fit within the strategies and likewise, how the strategies fit within the action plans
- B. How staff can contribute on an individual level to strategies
- C. How to distinguish between desired outcomes and outputs
- D. How to determine optimal allocation of resources
- E. How to develop methods to allow for meaningful evaluations

***Activity 1.2: Monitor Existing Performance Measures Consistently Over Time***

MBNMS staff will conduct routine performance evaluations to collect and record data on MBNMS performance over time. Using these data, staff will determine effectiveness by (a) evaluating progress towards achievement of each action plan’s desired outcomes, and (b) assessing the role or added value of those outcomes in the overall accomplishment of site goals and objectives.



**Activity 1.3: Annually Assess Implementation of the Management Plan**

This assessment will be conducted internally on an annual basis by MBNMS staff and will consider the progress and effectiveness of activities implemented over the previous year. In this activity, successes or weaknesses of specific activities will be determined. Activities deemed less than successful in achieving desired outcomes will be addressed to correct or improve the situation. Successful activities will be recognized with application of positive lessons learned to other programs.

**Activity 1.4: Report Evaluation Results to the Sanctuary Advisory Council, MBNMS Management, and NMSP**

Results from performance monitoring will be collected, analyzed and used to populate and inform the NMSP Report Card and, when necessary, National Ocean Service (NOS) or NOAA-wide performance requirements. Performance data will also be presented in a site-specific annual report that will explain each measure and how it was evaluated, and describe the next steps. Based on this analysis, MBNMS staff, in cooperation with the Advisory Council, will identify accomplishments as well as work to determine those management actions that need to be changed to better meet their stated targets. The targets themselves also may be analyzed to determine their validity if, for instance, they are too ambitious or unrealistic. The public may have opportunity to comment on the Sanctuary’s perception of its performance, ways in which the MBNMS could be more effective, and methods for improving performance measurement when evaluation is on the agenda at future Sanctuary Advisory Council meetings.

**Activity 1.5: Collaboratively Evaluate the Action Plans in this Document**

As the NMSP continues to increase the rigor of its internal evaluation process, MBNMS will begin to increase the frequency with which partners formally join with the MBNMS to assess the effectiveness of joint-management actions, those actions conducted primarily in partnership with others. Toward this end, regular evaluation of partner-dependent strategies within this management plan is proposed. At the beginning of year three, it is envisioned that MBNMS staff will facilitate quarterly collaborative evaluation of a particular partner-specific strategy. A systematic rotation through the action plans will be completed every four years.

Table PE.1: Action Plan Performance Measure Summary

| Action Plan                       | Outcome  | Performance Measure  |
|-----------------------------------|--|--|
| <b>Coastal Development Issues</b> |  |  |
| Coastal Armoring                  | Reduce expansion of hard coastal armoring in the coastal areas near MBNMS through proactive regional planning, project tracking, and comprehensive permit analysis and compliance. | By 2012, complete three collaborative coastal erosion response plans for the planning sub-regions of the MBNMS.  |
| Desalination                      | Minimize entrainment, concentrated discharges and impacts to the seabed from desalination facility construction and operation.   | 100% of new desalination plants permitted in the MBNMS have been reviewed in a coordinated regional approach and constructed consistent with MBNMS siting guidelines and environmental standards for intakes and outfalls. |

| <b>Action Plan</b>                          | <b>Outcome</b>   | <b>Performance Measure</b>   |
|---|--|--|
| Harbors and Dredge Disposal                 | Increase interagency coordination to ensure protection of MBNMS resources while allowing harbors to remain open for navigation.  | By 2012, permits will be authorized for the same duration among the EPA, CCC, ACOE, and MBNMS, where appropriate.  |
| Submerged Cables                            | Minimize impacts to MBNMS seafloor and habitats from installation, maintenance and removal of submerged cables.  | 1) By 2010, complete mapping of best available data on sensitive areas to avoid for cable routes<br><br>2) By 2012, identify standard interagency list of permit conditions to minimize disturbance of sensitive habitats.                                   |
| <b>Ecosystem Protection Issues</b>          |  |  |
| Big Sur Coastal Ecosystem Coordination      | Protect the Big Sur coastal ecosystem through increased agency coordination and public involvement to address resource protection issues in the coastal watersheds and nearshore marine environment. | By 2007, complete and implement a landslide disposal policy for the Big Sur Coast.   |
| Bottom Trawling Effects on Benthic Habitats | Maintain the natural biological communities and ecological processes in the MBNMS and evaluate and minimize impacts of bottom trawling in benthic habitats.  | By 2012, spatial identification of 100% vulnerable areas in the MBNMS and identification of protective measures under a range of potential authorities.  |
| Davidson Seamount                           | Protect the Davidson Seamount from potential threats while increasing understanding of the seamount through characterization, public education efforts and ecological process studies.               | 1) By 2012, the Davidson Seamount is adequately characterized.<br>2) Develop educational and outreach opportunities about the Seamount at visitor centers by 2012, and a series of media based products related to its incorporation into the MBNMS by 2008. |
| Emerging Issues                             | Address emerging resource issues per process outlined in issue identification, tracking, and response system   | By 2012, develop and implement a system to identify, track and appropriately respond to emerging issues that threaten the resources and qualities of the MBNMS.  |
| Introduced Species                          | Prevent new introduced species from becoming established as well as detect, control and eradicate harmful introduced species that are already be introduced to the MBNMS.                            | By 2012, develop and implement action plans to address four key known pathways to prevent introduction of non-native species.  |

| <b>Action Plan</b>                     | <b>Outcome</b>  | <b>Performance Measure</b>  |
|--|---|---|
| Marine Protected Areas                 | Collaborate with regional stakeholders and agencies in the consideration and possible designation of marine protected areas to ensure the protection of natural biological communities and habitats.        | 1) By 2009, complete an evaluation of the utility of and alternative location and network designs for MPAs within the MBNMS.<br><br>2) If MPAs are found to be appropriate for meeting Sanctuary mandates, by 2009, MBNMS will obtain 100% of the information required for an adequate NEPA alternatives analysis and initiate designation.   |
| SIMoN                                  | Provide ecosystem-wide monitoring program within MBNMS to determine human induced and natural changes and to disseminate information to public and agencies.  | By 2010, adequately characterize 100% of MBNMS habitats and species in a web-enabled database with identified monitoring system for each habitat type.  |
| <b>Operations and Administration</b>   |   |   |
| Operations and Administration          | Effectively administer and operate the programs necessary to understand, protect, and educate the public about the resources and qualities of the MBNMS.  | 1) By 2010, increase by 30% the number of volunteer hours dedicated to MBNMS public awareness, ecosystem monitoring and resource protection activities.<br><br>2) By 2010, the MBNMS Sanctuary Advisory Council will provide significant input on at least 12 priority issues per year.<br><br>3) By 2008, R/V Fulmar is staffed and operated to adequately support safe and effective boat operations. |
| Performance Evaluation                 | Provide a clear mechanism to evaluate progress in implementing the MBNMS management plan, and present a set of performance targets that demonstrate progress towards desired outcomes for each action plan. | One annual report will be developed each year to report the MBNMS progress in achieving the specified targets.  |
| <b>Partnerships and Opportunities</b>  |   |   |
| Fishing Related Research and Education | Increase public awareness about fishing issues in the MBNMS and involve fishermen in research activities to add to the body of research available for fishery related decision-making processes.            | By 2010, increase Fishermen in Classroom program to provide outreach to 300 students each year.   |

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| <b>Action Plan</b>                             | <b>Outcome</b>   | <b>Performance Measure</b>   |
|--|--|--|
| Interpretive Facilities                        | Provide a critical vehicle for interaction and developing a sense of stewardship with the constituent base by developing facilities for education, research and outreach.              | Construct and operate one major interpretive facility by 2010 and two minor interpretive facilities by 2008.   |
| Ocean Literacy and Constituent Building        | Increase our diverse communities' understanding of ocean related threats within the MBNMS and affect change in individual behavior.  | 1) Increase MBNMS outreach programming efforts to reach 15,000 individuals in 2009 to 50,000 individuals in 2012.<br><br>2) By 2012, increase participation of culturally diverse individuals in MBNMS programming by 50%.             |
| <b>Water Quality Issues</b>                    |  |  |
| Beach Closures and Contamination               | Reduce beach closures and postings by reducing anthropogenic microbial contamination in MBNMS waters.  | By 2012, eliminate beach closures and reduce the number of beach warnings by 50% due to anthropogenic microbial contamination in the MBNMS.  |
| Cruise Ship Discharges                         | Prevent impacts to MBNMS resources from cruise ship discharges through enforcement of regulations and outreach to the cruise ship industries.  | No discharges from cruise ships in the MBNMS by 2012.  |
| Water Quality Protection Program               | Prevent impacts to MBNMS resources and qualities from point and nonpoint source pollution resulting from urban, rural and agricultural runoff.   | 1) Increase acreage of agricultural lands with improved water quality management practices from 77,500 acres in 2005 to 150,000 acres by 2012.<br><br>2) Reduce the concentrations of urban water quality contaminants by 50% by 2012. |
| <b>Wildlife Disturbance Issues</b>             |  |  |
| Marine Mammal, Seabird, and Turtle Disturbance | Reduce wildlife disturbance by strengthening and expanding the Team OCEAN education and enforcement efforts.   | By 2012, reduce by 50% the number of incidents of disturbance observed by Team OCEAN education program.  |
| Motorized Personal Watercraft                  | Minimize disturbance of marine wildlife by MPWCs, minimize user conflicts and provide opportunities for MPWC use within the Sanctuary through education and enforcement of MPWC zones. | By 2012, no observed disturbance of wildlife as a result of MPWC operation.  |
| Tidepool Protection                            | Increase understanding of impacts to rocky intertidal areas and protect the habitat and resources from impacts associated with visitation, pollution, harvest, or development.         | Develop and implement education and enforcement programs at five most "at risk" tidepool locations by 2012.  |

| <b>Cross-cutting Issues</b>         |  |   |
|-------------------------------------|--|---|
| Administration and Operations       | Improved communication and coordination among sanctuary staff resulting in more integrated and coordinated resource protection for sanctuary resources.  | Increase the number of cross-cutting AOP activities that each site includes in their site-specific AOP by 10% each year.  |
| Community Outreach                  | Expand joint education and outreach efforts in a manner that enhances protection for sanctuary resources and the delivery of programs and services to local communities.   | Increase the number of joint education and outreach efforts directed at communities from 1000 individuals in Year 1 to 5000 individuals in Year 5.  |
| Ecosystem Monitoring                | Increased collaboration among the three sanctuaries in planning, developing and implementing short- and long-term research and monitoring activities that enhance our understanding of the ecosystem(s) in this region and those natural and human factors affecting them. | 1) Increase the number of cooperative research and monitoring activities from 2 in Year 1 to 6 in Year 5.<br><br>2) Extend the geographic range of SIMoN to include Cordell Bank and Gulf of the Farallones and expand its infrastructure so that it can be integrated with other coastal and ocean observation systems along the West Coast by Year 5. |
| Maritime Heritage                   | Establish a joint maritime heritage program that identifies and assesses known shipwrecks; protects sites from unauthorized disturbance; develops heritage partnerships and education programs.  | By Year 5, the Maritime Heritage program will identify and list all known heritage resources in these three sanctuaries in a digital resource and, identify shipwrecks that could pose environmental threats. When appropriate, develop plans to protect these resources from threats and provide public outreach and education.                        |
| Northern Management Area Transition | Transfer management responsibilities in the NMA from MBNMS to GFNMS in a manner that enhances protection for sanctuary resources and the delivery of programs and services to local communities.   | 1) By Year 5, 100% of the resource protection, education and research activities identified in this plan are fully implemented.<br><br>2) Increase the number of education and outreach programming efforts directed at communities in the NMA from 1000 individuals in Year 1 to 5000 individuals in Year 5  |

Table PE.2: Measuring Performance of Performance Evaluation

| Desired Outcome(s) For This Action Plan:  |   |
|---|---|
| Provide a clear mechanism to evaluate progress in implementing the MBNMS management plan, and present a set of performance targets that demonstrate progress towards desired outcomes for each action plan. |   |
| Performance Measure   | Explanation   |
| One annual report will be developed each year to report the MBNMS progress in achieving the specified targets.  | Successful implementation of this action plan will result in annual reporting of performance of each action plan in this management plan. Performance will be measured by evaluating the number of action plans evaluated, the development of the report and distribution of the report to the public and the NMSP. |

Table PE.3: Estimated Timelines for the Performance Evaluation Action Plan

| Davidson Seamount Action Plan                          | YR 1     | YR 2 | YR 3                                 | YR 4 | YR 5 |
|--|----------|------|--------------------------------------|------|------|
| Strategy PE-1: Measure Sanctuary Performance Over Time | ●—————▶  |      |                                      |      |      |
| Legend   |          |      |                                      |      |      |
| Year Beginning/Ending                                  | : ●————● |      | Major Level of Implementation: ————— |      |      |
| Ongoing Strategy                                       | : ●————▶ |      | Minor Level of Implementation: ..... |      |      |

Table PE.4: Estimated Costs for the Performance Evaluation Action Plan

| Strategy   | Estimated Annual Cost (in thousands)* |      |      |      |      |
|--|---------------------------------------|------|------|------|------|
|  | YR 1                                  | YR 2 | YR 3 | YR 4 | YR 5 |
| Strategy PE-1: Measure Sanctuary Performance Over Time | \$4                                   | \$4  | \$4  | \$4  | \$4  |
| <b>Total Estimated Annual Cost</b>                     | \$4                                   | \$4  | \$4  | \$4  | \$4  |

\* Cost estimates are for both “programmatic” and “base” (salaries and overhead) expenses.