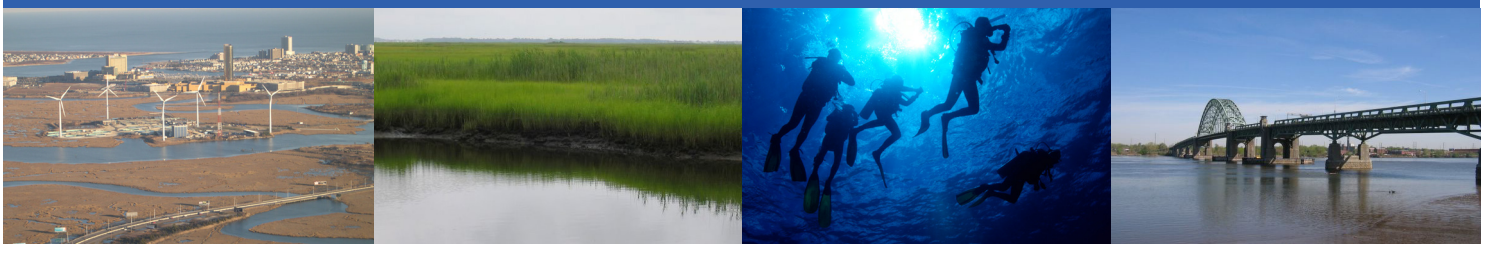
Office of Ocean and Coastal Resource Management

Evaluation Process

Section 312 Coastal Zone Management Act Evaluations

Final

March 2013



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I. Introduction

In the fall of 2011, the Office of Ocean and Coastal Resource Management (OCRM) initiated an effort to revise the Coastal Zone Management Act (CZMA) Section 312 evaluation process to increase efficiencies and reduce costs while meeting the requirements of the CZMA. The objectives of revising the evaluation process were to reduce the number and duration of site visits; complete concise review findings within the CZMA 120-day deadline; and reduce involvement and time for state and OCRM staff.

As part of the evaluation revision process, OCRM evaluation staff first held meetings with external experts and other NOAA staff with expertise in evaluation to gather ideas for potential revisions. OCRM evaluation staff also reviewed and considered the findings of the 2008 Government Accountability Office report, *Coastal Zone Management: Measuring Program's Effectiveness Continues to Be a Challenge* and several reports from previous analyses and discussions of opportunities for improving the evaluation process.

Next, OCRM Evaluation staff created a CZMA Evaluation Workgroup with volunteers from coastal management programs (CMPs), national estuarine research reserves (NERRs), OCRM Coastal Programs Division (CPD), OCRM Estuarine Reserves Division (ERD) and NOAA Coastal Services Center (CSC) to provide input, ideas, and feedback. OCRM set parameters for the new evaluation process that should enable 2.5 full-time evaluators to evaluate each CZMA program once every five years. The workgroup considered opportunities for changing all parts of the evaluation process, including information provided by the state program, methods for soliciting stakeholder input, focus and length of written findings, incorporation of program performance metrics data, site visits, and frequency of evaluations. The workgroup also determined that it would look for opportunities to create an evaluation process that would improve programs and policies in a systematic manner; enable monitoring of program performance for accountability; provide opportunities for NOAA, state coastal programs/reserves, and partners to discuss problems and solutions; and identify program impacts.

Contributing members of the CZMA Evaluation Workgroup were Jaime Kooser, San Francisco Bay National Estuarine Research Reserve (NERR); Bob Stankelis, Narragansett Bay NERR; Willy Reay, Chesapeake Bay NERR, Virginia; Leo Asuncion, Hawaii CZMP; Brad Gane, Georgia CMP; Michelle Jesperson, California Coastal Commission; Mike Molnar, Indiana Lake Michigan CP; Josh Lott and John Kuriawa, OCRM CPD; Bree Murphy and Erica Seiden, OCRM, ERD; Kate Barba, Carrie Hall, Chris McCay, Kim Penn, and Kenneth Walker, OCRM NPED; and Sacheen Tavares, CSC.

The workgroup developed a draft new evaluation process that was first distributed to OCRM staff and management for comment and then to state coastal program and reserve managers. The final document reflects the input of many contributors. OCRM evaluation staff wish to thank the many people who took the time to comment on the draft evaluation process, and to especially thank the members of the workgroup, who contributed extensive time and effort to the development of this document.

II. Overview

A. Major Differences between Historic and New Evaluation Models

Evaluation Component	Historic Evaluation Model	New Evaluation Model
Scope and Scheduling	Scope of evaluation focuses on all aspects of CZMA requirements in equal depth	Scope of evaluation addresses all aspects of CZMA requirements but focuses primarily on up to three target areas
	Addresses issues that can be dealt with outside the evaluation process	Does not address issues that can be dealt with outside the evaluation process
Major Difference in Scope and Scheduling: In the new process, the evaluation focuses primarily on up to three target areas.		
Collection of Information	Information for evaluation obtained before, during, and even after the site visit from OCRM staff, program, and partners and stakeholders	Information for evaluation obtained early in the evaluation year (evaluation year begins Oct. 1) in order to determine the target areas on which the evaluation will focus
Collection of Information from Programs	Program provides most information requested by evaluator only days or 1-2 weeks before site visit	All programs being evaluated within same year provide answers to a standard set of questions and provide a standard set of documents by November 15 of the evaluation year
Collection of Information from Partners and Stakeholders	Program partners and stakeholders provide information via meetings during the site visit	Program partners and stakeholders are asked a standard set of questions through a written survey to be answered by March 15 of evaluation year. Follow-up interviews and meetings held with partners and stakeholders focused on target areas
Major Difference in Collection of Information: In the new process, almost all information needed to conduct the evaluation is collected early in the evaluation year for every program being evaluated in that year.		

Site Visits	Site visit for every program	Site visit for only up to two programs
	3 – 5 days in length	1 – 2 days in length
	Focus on all CZMA requirements	Focus only on up to 3 target areas
	Face-to-face meetings with many partners and stakeholder groups for every evaluation	Face-to-face meetings with partners and stakeholders only for target areas
Major Difference in Site Visits: In the new process, only up to two programs each year have site visits.		
Conducting Program Evaluation Interviews and Meetings	Face-to-face meetings held with all or most partners and stakeholder groups for every evaluation	Teleconference or video-conference meetings held for evaluations without site visits
Major Difference in Conducting Interviews and Meetings: In the new process, meetings are held via teleconference or video-conference for evaluations without site visits.		
Public Meetings	Evaluator leads every public meeting in states for every evaluation	For evaluations without site visits, regional OCRM or CSC staff facilitate public meeting in the state and evaluator calls into meeting
Major Difference in Public Meetings: In the new process, evaluator is not physically present at public meetings for evaluations without site visits.		
Findings Document	Length 30 – 50+ pages	Length 5 – 10 pages
	Numerous accomplishments highlighted	Accomplishments highlighted for target areas, if applicable
	Necessary Actions and Program Suggestions applicable to all areas of evaluation	Necessary Actions and Recommendations applicable primarily to target areas of evaluation
	Draft findings generally take 6-8 months to complete after public meeting	Draft findings completed 15-30 days after public meeting
	Program has 30 days to review and comment on draft findings	Program has 28 days to review and comment on draft findings
	Final findings required to be completed within 120 days of public meeting; generally takes 8-12 months	Final findings completed 60-75 days after public meeting
Major Difference in Findings Document: In the new process, the findings document is significantly shorter.		

B. Frequently Asked Questions

1. Scope and Scheduling of Evaluations – Target Areas

What is the process for determining the three target areas and how will the target areas be used in the evaluation?

In determining the target areas, the evaluator will consider all of the information gathered at the beginning of the evaluation period from all sources—previous evaluation findings, existing reporting mechanisms, the OCRM program specialist, the program being evaluated, and the results of partner and stakeholder surveys. The evaluator, in consultation with the OCRM program specialist and the program manager, will determine target areas. If agreement cannot be reached regarding target areas, the OCRM National Policy and Evaluation Division Chief will make the final decision. Target areas are recurring or major issues or innovative or high impact projects or activities. A target area may be broad or fairly specific, depending upon the major issue or the innovative activity.

2. Scope and Scheduling of Evaluations – Target Areas

How will a decision be made about a program's compliance with all CZMA requirements if the focus of interviews and the findings document are on a maximum of three target areas?

All of the information obtained through the evaluation is used to make a decision about a program's compliance with all of the CZMA requirements. Focusing on target areas provides the evaluation team with the opportunity to focus in more depth on areas where a program has faced major issues or challenges, or where it has excelled with innovative activities.

3. Composition of a CZMA Section 312 Evaluation Team

Could a CSC staff member be on an evaluation team?

Yes. We have indicated that an evaluation team will include "state program participants **or other participants** (emphasis added) with expertise in target area(s) chosen for focus of the evaluation/site visit." It is also possible that CSC staff with expertise in evaluations could serve as evaluation team leaders to supplement the evaluator positions now in OCRM.

4. Selection of Programs for CZMA Section 312 Evaluation Site Visits

Are the 'general principles' by which programs will be chosen for a site visit weighted in any way or are they of equal value?

The nine general principles are listed in order of general importance, but OCRM management may choose, at their discretion, to weight a lower ordered general principle more heavily.

5. Evaluation Questions and Information Requests

Is information that is provided to the evaluation team subject to the federal Freedom of Information Act?

In general, all information and answers provided to OCRM during an evaluation are subject to, and are not exempt from, the Freedom of Information Act (FOIA). President Obama's directive to executive branch federal agencies (which includes the Department of Commerce) calling for government openness and transparency as well as recent changes in the Department of Commerce regulations regarding the FOIA set a high bar to justify withholding information. OCRM will be required to prove (to the satisfaction of Commerce attorneys) there will be significant harm to the federal agency or to the person who provides the information. The fact that some answers could be embarrassing to the Department of Commerce or any person if they are made public is NOT justification to withhold.

6. Evaluation Questions and Information Requests

Will there be any guidance about the completeness and minimum quality standards for information that is provided by a program to the evaluation team?

Yes. We will develop guidance prior to requesting information for evaluations conducted under the new format and may provide some examples of responses that are complete and represent the quality of information we need. We have allowed time at the front end of the evaluation process to request additional information for any incomplete submittal.

7. Evaluation Questions and Information Requests

Are program partners and stakeholders considered to be members of the general public in terms of providing information to the evaluation team?

As authorized by the CZMA, members of the general public will still have the opportunity to provide comments about the program being evaluated, either in writing or at the public meeting, under the revised evaluation process. Members of the public are free to express any thoughts, ideas, or concerns they have about the operation and administration of the program. The Evaluation Workgroup initially discussed offering another opportunity to members of the general public to provide more specific information by answering directed questions. However, that appeared to create the possibility of confusion, so the concept was eliminated. Under the revised evaluation process, program partners and stakeholders will be asked specific questions, while members of the general public may still provide written comments or speak at the public meeting.

8. Evaluation Questions and Information Requests

How much time do programs and ERD/CPD specialists have to plan for and complete the question and information submittals?

State programs and OCRM specialists will be notified in January about which programs will be evaluated in the upcoming federal fiscal year (which begins October 1). State program information submittals will then be due on November 15th of the fiscal year. This gives a program approximately 10 months to complete the question and information submittal. Program specialist information submittals are due on November 1st, giving a specialist over nine months to complete the submittal.

The information provided by both programs and specialists should cover the time period from the last evaluation site visit to September 30th just prior to the federal fiscal year in which the program will be evaluated.

9. Evaluation Questions and Information Requests – Section 312 Evaluation Metrics

How will the Section 312 evaluation metrics be used, analyzed, and evaluated in a program evaluation, and how are the evaluation metrics related to target areas?

Section 312 evaluation metric targets, and progress toward them, will be one element for review during the Section 312 evaluation. Individual program performance measures and targets provide quantitative data points for use in evaluating programs. OCRM will also consider all the qualitative and quantitative information collected as part of the new evaluation process to inform the findings.

All programs will begin collecting performance measurement data at approximately the same time, but not all programs will be scheduled for an evaluation five years from that time. Whenever a program's evaluation is scheduled, the evaluation team will consider the status of measures and targets as they exist at that time, as well as any measures and targets that were completed during the evaluation period. The evaluation will consider how a program met its metrics or why it did not as one element in the evaluation review.

Evaluation target areas may or may not focus on a major issue or innovative activity related to a Section 312 evaluation metric. Each coastal management program and reserve chose its own three sets of metrics, based on program areas or activities that reflect priorities or interests of the program. The evaluator, in consultation with OCRM specialist and program manager, will determine an evaluation's target areas. If agreement cannot be reached regarding target areas, the OCRM National Policy and Evaluation Division Chief will make the final decision. If a target area focuses on a major issue or the innovative activity for which the program has established a Section 312 evaluation metric, then the metric information will be used as one source of information. It is coincidental that we have chosen to use the term "target area" within the evaluation context and the term "target" as one aspect of a Section 312 evaluation metric (goal, objective, performance measure, and target).

10. Evaluation Questions and Information Requests – The Coastal Nonpoint Pollution Control Program (for Coastal Management Programs)

Is there a new emphasis on the Coastal Nonpoint Pollution Control Program in an evaluation?

OCRM has always considered the status of the Coastal Nonpoint Pollution Control Program's approval and its implementation in a program evaluation and will continue to do so under the new evaluation process. Since late 2010, for each coastal management program whose coastal nonpoint program is not fully approved, OCRM has included, and will continue to include, a Necessary Action addressing the nonpoint program's status in the evaluation findings. The

Necessary Action requires that the coastal management program submit to OCRM by a date certain a work plan with interim benchmarks and a timeline for meeting the outstanding conditions of its conditionally approved coastal nonpoint program. The Necessary Action also requires that documentation indicating how the coastal management program met the outstanding conditions be submitted to NOAA OCRM by a date certain.

11. Public Meetings

For evaluations without a site visit when the evaluator will have to 'call in' to the public meeting, how will appropriate CSC or OCRM regional staff be identified to safely facilitate what could be a contentious meeting and without unduly burdening the same CSC or OCRM regional staff time and again?

Each evaluator will work collaboratively with the divisions, OCRM/CSC program specialists, and OCRM/CSC regional staff members to identify an appropriate facilitator for the public meeting, ensure adequate staffing of the public meeting, and ensure a safe and secure environment.

12. Workload

Will the revised evaluation process require state programs to invest more time and effort compared to the historic evaluation process? Why can't evaluators rely more heavily on existing information sources such as semi-annual performance progress reports?

The CZMA Evaluation Workgroup attempted to design a new evaluation process that would require less overall effort from state programs while still maintaining the same scope of review. The new process is more "front-end loaded" for programs with the requirement to provide specific information at the beginning of the evaluation process. Programs will still be invited to participate in evaluation interviews and meetings (which will be fewer), but program staff will no longer be involved in planning week-long site visits, participate in meetings for the week of the site visit, and review lengthy findings. The Workgroup members provided initial estimates of the time required to complete the information requests, and the average was approximately 52 total man hours. OCRM may ask programs being evaluated for feedback on the amount of time required to complete the initial documentation request, and OCRM will be evaluating the efficiency of the new process after 8-10 evaluations have been conducted using the revised process.

13. Evaluation of the Revised Evaluation Process

Will this newly revised evaluation process itself be evaluated?

Yes. In order to ensure that the revised process is meeting the objectives and contributing to the goal, a process evaluation will be conducted after a minimum of 8-10 evaluations have been conducted under the *revised* process. Following that, the process will be modified if and where appropriate.

Our preliminary goal will be to determine how effective the revised evaluation process has

been at increasing efficiencies and reducing costs. Since there are a number of objectives associated with the revised process, all of these will be examined:

- Reduce costs through reduced number and duration of site visits and reduced staff time
- Draft concise review findings within CZMA deadlines
- Maintain or reduce involvement of state program being evaluated
- Maintain or reduce CPD/ERD specialist's time per evaluation
- Maintain or reduce evaluation team leader's time per evaluation

Implicit in this is the need to determine:

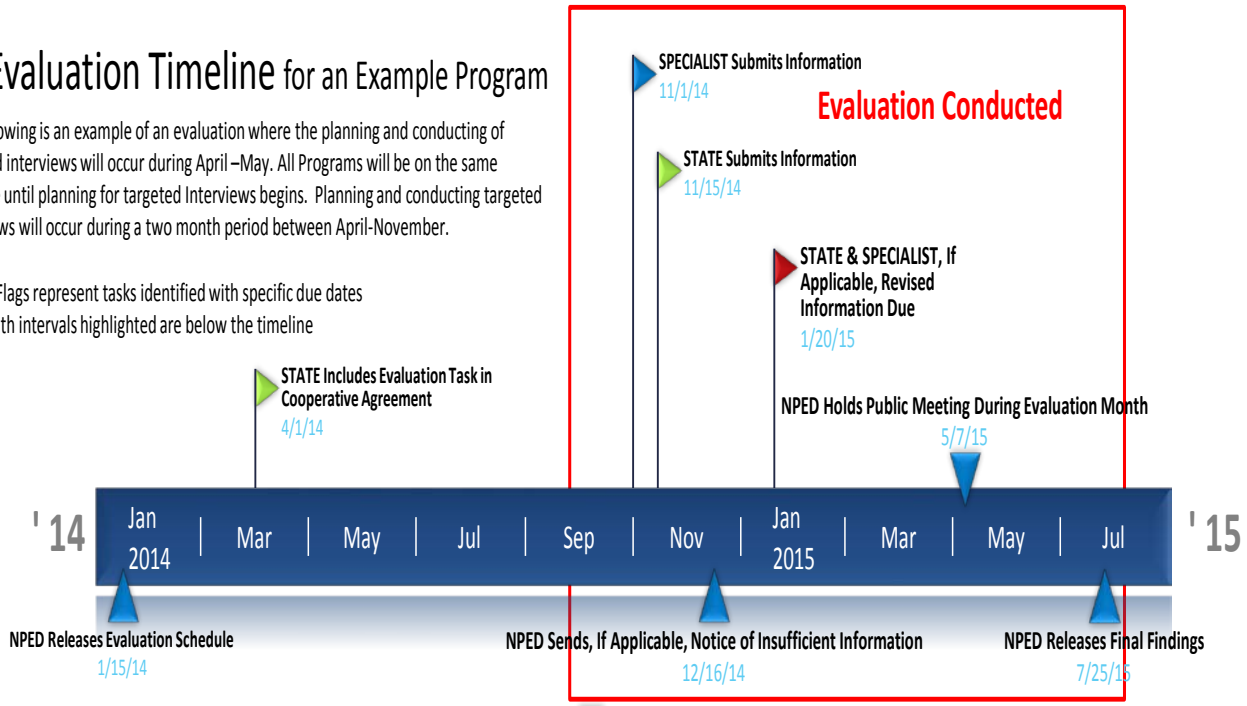
- Effectiveness (causing the desired result) of the revised process - Does the revised process provide quality information that informs: 1) whether the mandatory requirements of the CZMA are being met, 2) program effectiveness, and 3) opportunities for improvement?
- Efficiency of the revised process - Is the revised process achieving the desired result, and is it doing so with reduced effort and cost?

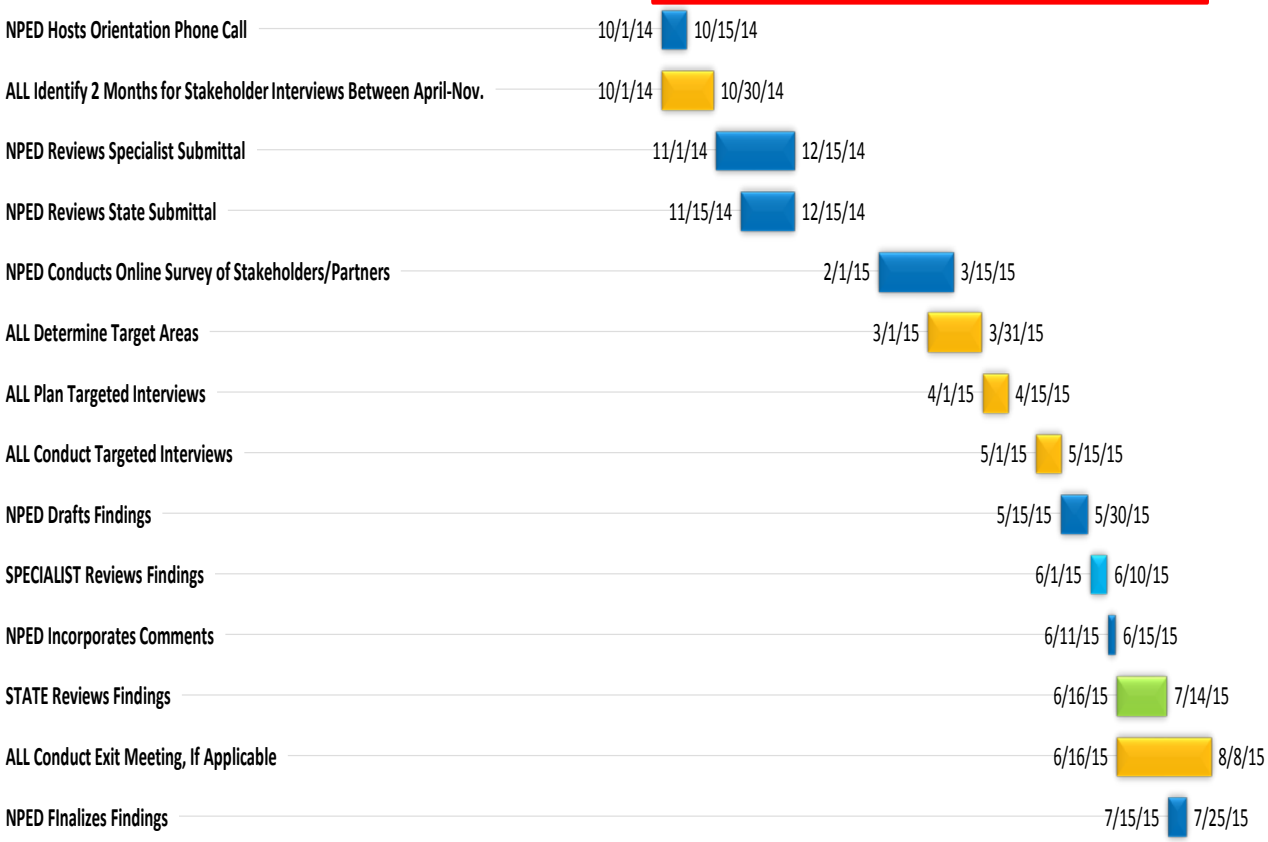
III. New Evaluation Process

A. Evaluation Timeline for an Example Program

The following is an example of an evaluation where the planning and conducting of targeted interviews will occur during April –May. All Programs will be on the same timeline until planning for targeted Interviews begins. Planning and conducting targeted interviews will occur during a two month period between April-November.

NOTE: Flags represent tasks identified with specific due dates
Tasks with intervals highlighted are below the timeline





LEGEND

- NPED
- State Program
- OCRM Specialist & State Program
- OCRM Specialist
- ALL – NPED/OCRM Specialist/State Program

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B. Scope and Scheduling of Evaluations

Scope of Evaluations

EVALUATIONS WILL ADDRESS CZMA REQUIREMENTS:

- National policy interests at 16 USC §1452(2) (A-K) for coastal management programs. For purposes of information collection and evaluation, these have been combined into the following topical areas:
    - Coastal habitat
    - Coastal hazards
    - Water quality
    - Coastal dependent uses and community development
    - Public access
    - Government coordination and decision-making

- Requirements at 16 USC §1461 for national estuarine research reserves. These are:
    - Long-term protection of reserve resources to ensure a stable environment for research
    - Opportunities for public education and interpretation
    - Other regulatory requirements for reserves at 15 CFR 921.13:
        - NERRS system-wide programs, including the system-wide monitoring program (SWMP) and the coastal training program (CTP)
        - Management plan implementation. This includes implementation of the following elements included in a management plan:
            - Administrative plan
            - Research plan
            - Education/interpretive plan
            - Public access plan
            - Construction/facilities plan
            - Acquisition plan
            - Resource protection plan

- Implementation and enforcement of the approved program and impacts, regardless of funding source

- Adherence to terms of any grant, loan, or cooperative agreement funded under the CZMA

EVALUATIONS WILL ALSO ADDRESS:

- Extent to which a coastal management program and reserve(s) in the same state support or integrate efforts to address the state's coastal and estuarine management issues.

- A maximum of three (3) target areas

  Target areas are:
  - Recurring or major issues
  - Innovative or high impact projects or activities

  Target areas will be determined by the evaluator in consultation with, and with input from, the program manager and OCRM staff and with:
  - Consideration of program's previous evaluation findings;
  - Consideration of existing reporting mechanisms, including:
    - Semi-annual Performance Progress Reports (which include annual reporting on the status of the program's Section 312 evaluation metrics)
    - Section 309 assessment report and strategies (for coastal management programs)
    - CZMA Performance Measurement System metrics;
  - Input from the program's stakeholders and partners, when available, including from any advisory boards or committees a program may have; and
  - Other information sources to be identified through this evaluation revision process.

Scheduling Evaluations

- Program evaluations will be scheduled on a 'next due' status. Under the revised evaluation process, 2.5 full-time evaluators will be able to evaluate each CZMA program once every five years.

- When either a coastal management program or a reserve in the same state is next due, the two programs will be evaluated in the same year. The same evaluator will conduct both evaluations whenever possible, and joint evaluation interviews and meetings will be considered on a case-by-case basis. However, separate findings documents will be written for each program.

- In states where there are multiple reserves (California, Florida, and South Carolina), the coastal management program and at least one of the reserves will be evaluated in the same year. When one of the programs is 'next due,' evaluation staff, program specialists, and the programs will discuss how this will work on a case-by-case basis.

C. Composition of an Evaluation Team

State programs and other experts will be encouraged to participate in evaluations to provide additional expertise and assistance to programs being evaluated. State program participants in the evaluation of another program will be chosen based upon their expertise in a target area(s) that is/are the focus of the evaluation. If a state program participant with specific expertise is not available, NPED may reach out to other target area experts to obtain their participation. Participation by a staff member from a state CZMA program or other expert in the evaluation of another program is completely voluntary, and all costs of that participation must be assumed by the participant or his/her program. The state program participant or other expert will be chosen by NPED in consultation with program specialists, division directors, and manager of the program being evaluated.

Composition of an evaluation team:

A. Evaluations with site visits
    1. Evaluator
    2. ERD OR CPD Program Specialist
    3. State program participants or other participants with expertise in target area(s) chosen for focus of site visit

    A site visit might not have a state program participant or other expert if OCRM determines that no additional value would be provided or OCRM cannot find participants. It is anticipated that most site visits would have a state program participant or other expert.

B. Evaluations with NO site visits
    1. Evaluator
    2. ERD or CPD Program Specialist
    3. State program participants or other participants with expertise in target area(s) chosen for focus of evaluation

D. Information Requests for CPD Program Specialists

*(Coastal Programs Division specialists will submit the information requested **by November 1** in the fiscal year in which a coastal program is to be evaluated.)*

The following information requests are NOT subject to the Paperwork Reduction Act but are provided here to give context and reference for all information gathered as part of an evaluation.

For this evaluation period:

1. Provide copies of relevant evaluation findings from evaluations (other than Section 312) conducted of the program or parts of the program that have been shared with OCRM.
2. Provide copies of cooperative agreement awards and progress reports for evaluation staff who do not have access to NOAA Grants Online. (Note: Progress reports include annual reports on progress towards the targets of the Section 312 evaluation metrics and responses to previous Section 312 evaluation findings.)
3. Provide list of CELCP and Regional Ocean Partnership grants or cooperative agreements and associated grant or cooperative agreement numbers open during evaluation period.
4. Provide copies of other relevant reports, project summaries (e.g., regional ocean partnership projects), and articles from newspapers, Coastal Services magazine, Coastal Management News, etc., (especially those that address top impacts and accomplishments or issues and challenges) that CPD possesses or has access to.
5. Provide list of Program Changes since last evaluation.
6. Describe the top two – four impacts or accomplishments of the program from CPD's perspective.
7. Describe the top two – four issues or challenges that the program faced from CPD's perspective.
8. Describe any major issues with program administration, including issues with cooperative agreement and grant administration, operations, or management.
9. Provide up to 20 names of, or types of, program partners and stakeholders who should be surveyed or interviewed by the evaluation team. The specialist may work with the coastal management program as it develops a similar list.

E. Information Request for Coastal Management Programs

OMB Control # 0648-0661 Expires: 3/31/2016

*(This request is sent to the state's coastal management program (CMP) manager. CMPs will submit the requested information **by November 15** in the fiscal year in which they are being evaluated.)*

FOR THE EVALUATION PERIOD (MONTH/YEAR THROUGH MONTH/YEAR):

Administration, Operation, and Management

1. Provide an organization chart for:
    a) the CMP's lead agency, and
    b) the CMP.
2. Provide a staffing list for the CMP, including:
    a) names and titles of each staff member,
    b) full or part-time status of each staff member,
    c) source of position funding for each staff member,
    d) subject/topic area(s) of work and responsibility(ies) of each staff member,
    e) loss or gain of positions during the evaluation period, and
    f) number of vacant positions with length of each vacancy as of the time of the response to this request.
3. Identify any non-CZMA federal or state match program funding (i.e., other federal, state, and private funding) in the amount of $25,000.00 or more for each year of the evaluation period by source, amount, and how those funds were used.
4. Identify the composition of any advisory committee or board, frequency of meetings, and the committee's or board's role.
5. If the CMP has a strategic plan, provide a copy and identify how the CMP developed its goals and priorities, including whether it was a public-driven, internal, or hybrid process.
6. In two pages or less, summarize any outreach and education efforts to communicate the value of the state and national coastal management program and coastal resources to the public.
7. The evaluator will contact stakeholders and partners for input into the Section 312 evaluation. Provide the names, e-mail addresses, mailing addresses, and phone numbers for 12-20 stakeholders and partners with whom the CMP coordinated or collaborated on projects and activities. Include at least one contact from each of the following categories, if applicable: other parts of the coastal management program's lead state agency; other state agencies; federal agencies; gubernatorial offices and staff; legislative representatives and staff; local government elected officials and staff; regional planning organizations; non-governmental organizations (e.g., chambers of commerce, trade associations); non-profit organizations (e.g., environmental groups); local businesses and industry; the permit-regulated community; and academia.

In a total of two pages or less:

8. Summarize any major changes to program administration, structure, operation, or management that occurred and any associated impacts or accomplishments.
9. Summarize any issues or challenges the CMP faced in regard to program administration, operation, or management, including grants management. Include influences and factors that have hindered program administration, operation, or management.

In a total of two pages or less:

10. Summarize the CMP's partnership or activities with any reserve(s) in the state, including any major initiatives or projects and their impacts.
11. Summarize the nature of major local, regional, statewide, and/or national partnerships and projects and the role that the CMP has played or is playing in them to achieve and/or complement CMP goals.

Protection of Natural Resources/Coastal Habitat

In a total of five pages or less:

12. Summarize how the CMP addressed protection of coastal habitat and any changes to relevant state legislation and/or regulations.
13. Summarize the major impacts or accomplishments of the CMP with regard to coastal habitat.
14. Summarize the major challenges the CMP faced in addressing coastal habitat.

(*It is not necessary to include information that is in the Section 309 assessment and strategy documents in effect during the evaluation period or that is part of any program changes already submitted to OCRM. The evaluator has access to those documents.)*

Coastal Hazards and
Adverse Effects of Land Subsidence and Sea Level Rise

In a total of five pages or less:

15. Summarize how the CMP addressed coastal hazards and any changes to relevant state legislation and/or regulations.
16. Summarize the major impacts or accomplishments of the CMP with regard to coastal hazards.
17. Summarize the major challenges the CMP faced in addressing coastal hazards.

(It is not necessary to include information that is in the Section 309 assessment and strategy documents in effect during the evaluation period or that is part of any program changes already submitted to OCRM. The evaluator has access to those documents.)

Coastal Water Quality

In a total of five pages or less:

18. Summarize how the CMP addressed coastal water quality and any changes to relevant state legislation and/or regulations.
19. Summarize the major impacts or accomplishments of the CMP with regard to coastal water quality.

20. Summarize the major challenges the CMP faced in addressing coastal water quality.

(It is not necessary to include information that is in the Section 309 assessment and strategy documents in effect during the evaluation period or that is part of any program changes already submitted to OCRM. The evaluator has access to those documents.)

Coastal Dependent Uses, Siting of Major Facilities, and Community Development; Assistance to Support Planning, Conservation, and Management for Living Marine Resources, including Aquaculture Facilities; and
Redevelopment of Deteriorating Urban Waterfronts and Ports

In a total of five pages or less:

21. If the CMP started, continued, or completed any special area management plans (SAMPs) or ocean/Great Lakes plans, please describe the effectiveness to date of the SAMP or ocean/Great Lakes plan in meeting its designed purpose and goals.
22. Summarize how the CMP addressed coastal dependent uses and community development and any changes to relevant state legislation and/or regulations.
23. Summarize the major impacts or accomplishments of the CMP with regard to coastal dependent uses and community development.
24. Summarize the major challenges the CMP faced in addressing coastal dependent uses and community development.

(It is not necessary to include information that is in the Section 309 assessment and strategy documents in effect during the evaluation period or that is part of any program changes already submitted to OCRM. The evaluator has access to those documents.)

Public Access

In a total of five pages or less:

25. Summarize how the CMP addressed public access and any changes to relevant state legislation and/or regulations.
26. Summarize the major impacts or accomplishments of the CMP with regard to public access.
27. Summarize the major challenges the CMP faced in addressing public access.

(It is not necessary to include information that is in the Section 309 assessment and strategy documents in effect during the evaluation period or that is part of any program changes already submitted to OCRM. The evaluator has access to those documents.)

Coordination and Simplification for Expedited Governmental Decision Making; **Consultation and Coordination with Federal Agencies**; and
Public and Local Government Participation in Coastal Management Decision Making

In a total of five pages or less:

28. Summarize how the CMP addressed government coordination and decision making and any changes to relevant state legislation and/or regulations.
29. Summarize the major impacts or accomplishments of the CMP with regard to government coordination and decision making.

30. Summarize the major challenges the CMP faced in addressing government coordination and decision making.

(It is not necessary to include information that is in the Section 309 assessment and strategy documents in effect during the evaluation period or that is part of any program changes already submitted to OCRM. The evaluator has access to those documents.)

31. In one page or less, summarize any changes in the roles of state and local governments in managing the coastal zone since the last evaluation that are not addressed in other topic areas.
32. In two pages or less, for the issuance of permits that are part of the state's approved coastal management program, summarize:
    a) how the CMP collaborated and coordinated with other state and federal permitting agencies;
    b) how and whether the process of collaboration and coordination worked well;
    c) any ways to improve collaboration and coordination; and
    d) any improvements to length of time for permit issuance and to permit processing efficiency.
33. Provide the list of the CMP's enforceable policies and enforceable policy information that the CMP provides to federal agencies and others who request it, and describe how interested parties obtain access to the enforceable policies list.

In a total of four pages or less:

34. Summarize any concerns or issues the CMP had in regard to effective implementation of federal consistency.
35. Summarize the process for incorporating public comments into federal consistency and other decision making.

Overarching

36. In two pages or less, and from the CMP manager's perspective, identify the two - four most significant impacts or accomplishments and the two - four most significant challenges (excluding program administration, operations, or management challenges discussed in item #9) the CMP had or faced during this evaluation period. If any of these are not already discussed in #13, 14, 16, 17, 19, 20, 23, 24, 26, 27, 29, or 30, please summarize them. Include influences and factors that have advanced or hindered the achievement of any CMP goals, objectives, or outcomes.

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F. Evaluation Questions for Stakeholders and Partners of Coastal Programs

Note: Questions 15-18 may not be included for programs that do not issue permits.

Survey of Coastal Management Program Partners and Stakeholders

The National Oceanic and Atmospheric Administration Office of Ocean and Coastal Resource Management (OCRM) conducts periodic evaluations of state coastal management programs as required by the Coastal Zone Management Act. As part of the evaluation of the [name of state] coastal management program, OCRM would like to obtain your perspective and opinion on the program's implementation and activities from [Month 20XX to Month 20XX]. Please note that the word "you" in the following questions refers to an organization or a person, as appropriate. If there are questions that do not apply to you, you may skip them.

Thank you for your participation in this survey.

OMB Control # 0648-0661 Expires: 3/31/2016

1. How would you characterize the coastal program's management of the state's coastal zone?

Excellent ○ Good ○ Adequate ○ Poor ○ Very Poor ○ No Opinion ○

Comments

2. What are the coastal management program's top one to three strengths?

Strength_1

Strength_2

Strength_3

3. What are the coastal management program's top one to three accomplishments?

Accomplishment_1

Accomplishment_2

Accomplishment_3

4. What are coastal management program's one to three biggest weaknesses?

Weakness_1

Weakness_2

Weakness_3

5. What are the coastal program's top one to three challenges faced?

Challenge_1

Challenge_2

Challenge_3

6. Describe your working relationship with the coastal management program.

Survey of Coastal Management Program Partners and Stakeholders

7. Describe any areas or ways in which your working relationship with the coastal program could be strengthened.

8. Describe one to three major collaborations your organization had with the coastal management program to implement programs, initiatives, projects or activities.

Consider including:

a. goal of the collaboration

b. major activities undertaken

c. funding provided by the coastal management program and by your organization

d. technical assistance provided by the coastal management program and its value to the collaboration

e. short- and long-term impacts and the results of the collaboration

f. how the collaboration helped your organization achieve its mission and goals

a. Collaboration 1

Survey of Coastal Management Program Partners and Stakeholders

b. Collaboration 2

c. Collaboration 3

9. Describe any priority opportunities for additional collaborations to improve coastal management in the state.

Survey of Coastal Management Program Partners and Stakeholders

10. How well does the federal consistency process work?

Excellent	Good	Adequate	Poor	Very Poor	No Opinion
○	○	○	○	○	○

11. Discuss your rating of the federal consistency process in terms of what is working well and what is not working well.

12. Identify any opportunities for improving the federal consistency process.

13. How effective is the permit process in balancing development and environmental protection?

Excellent	Good	Adequate	Poor	Very Poor	No Opinion
○	○	○	○	○	○

Comments

14. If you have applied for a permit, how would you rate the permit assistance provided by the program?

Excellent	Good	Adequate	Poor	Very Poor	No Opinion
○	○	○	○	○	○

Comments

15. Identify any major changes changes in the permitting process that you are aware of and their impact(s).

Survey of Coastal Management Program Partners and Stakeholders

16. Identify any opportunities for improving the permit process.

17. Do you have any recommendations for changes the program could make to improve effective implementation of the state's coastal management program?

18. Is there anything else you would like to share?

19. Choose the category which best describes who you represent.

- ◯ Local Government
- ◯ State Government
- ◯ Federal Government
- ◯ Business/Industry
- ◯ Nonprofit/Nongovernmental Organization
- ◯ Academia

Other (please specify)

20. Provide your name.

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G. Information Requests for Estuarine Reserves Division (ERD) Program Specialists

*(Estuarine Reserves Division specialists will submit the information requested **by November 1** in the fiscal year in which a coastal program is to be evaluated.)*

The following information requests are NOT subject to the Paperwork Reduction Act but are provided here to give context and reference for all information gathered as part of an evaluation.

For this evaluation period:

1. Provide copies of relevant evaluation findings from other evaluations (not Section 312) conducted of the reserve or parts of the reserve that have been shared with OCRM.
2. Provide copies of cooperative agreement awards and progress reports for evaluation staff who do not have access to Grants Online.
3. Provide copies of other relevant reports, project summaries (e.g., regional ocean partnership projects), and articles from newspapers, Coastal Services magazine, etc., (especially those that address top impacts and accomplishments or issues and challenges) that ERD possesses or has access to.
4. Provide national and sector performance measurement data.
5. Provide copies of any needs assessment or special plans developed by the reserve (for example, KEEP, vertical control, bio-monitoring).
6. Provide, if the reserve is not meeting SWMP requirements, the reserve's plan to become compliant.
7. Provide database report of reserve's research projects entered into the NERRS research database.
8. Provide list of CELCP projects and associated grant numbers open during evaluation period.
9. Describe the top two – four impacts or accomplishments of the reserve from ERD's perspective.
10. Describe the top two – four issues or challenges that the reserve faced from ERD's perspective.
11. Describe any major issues with program administration, including issues with cooperative agreement and grant administration, operations, or management.
12. Describe the reserve's level of engagement in national workgroups and initiatives.
13. Provide up to 20 names of, or types of, reserve partners and stakeholders who should be surveyed or interviewed by the evaluation team. The specialist may work with the reserve as it develops a similar list.

G. Information Request for National Estuarine Research Reserves

OMB Control # 0648-0661 Expires: 3/31/2016

*(This information request is sent to the state's National Estuarine Research Reserve (NERR) manager. NERRs will submit the requested information **by November 15** in the fiscal year in which they are being evaluated.)*

FOR THE EVALUATION PERIOD (MONTH/YEAR THROUGH MONTH/YEAR):

Administration, Operations, Management, and Facilities

1. Provide an organization chart for:
    a) the reserve's lead agency, and
    b) the reserve.
2. Provide a staffing list for the reserve, including:
    a) name and title of each staff member,
    b) full or part-time status of each staff member,
    c) source of position funding for each staff member,
    d) subject/topic area(s) of work and responsibility(ies) of each staff member,
    e) loss or gain of positions during the evaluation period, and
    f) number of vacant positions with length of each vacancy at the time of the response to this request.
3. Identify any non-CZMA federal or state match program funding (i.e., other federal, state, and private funding) in the amount of $25,000.00 or more for each year of the evaluation period by source, amount, and how those funds were used.
4. Identify the composition of advisory committee(s) or board(s), frequency of meetings, and the committee's or board's role.
5. If the reserve management plan is not up-to-date, please describe a plan and timeline for how this is being or will be addressed.
6. In one page or less, summarize how the reserve funds and maintains facilities and note any major changes to reserve facilities and infrastructure.
7. In one page or less, summarize the results and impacts of any geographic information system (GIS) products developed by the reserve and used by partners and reserve staff.
8. In one page or less, summarize how the reserve's research and monitoring, education, coastal training, and stewardship programs and activities are integrated with one another.
9. The evaluator will contact stakeholders and partners for input into the Section 312 evaluation. Provide the names, e-mail addresses, mailing addresses, and phone numbers for 12-20 stakeholders and partners with whom the reserve coordinated or collaborated on projects and activities. Include at least one contact from each of the following categories, if applicable: other parts of the reserve's lead state agency or organization; other state agencies; federal agencies; gubernatorial offices and staff; legislative representatives and staff; local government elected officials and staff;

regional planning organizations; non-governmental organizations (e.g., chambers of commerce, trade associations); non-profit organizations (e.g., environmental groups); land management partners; local businesses and industry; and academia.

In a total of two pages or less:

10. Summarize any major changes to program administration, structure, operation, or management and any associated impacts or accomplishments.
11. Summarize any issues or challenges the reserve faced in regard to program administration, operation, or management, including grants management. Include influences and factors that have hindered program administration, operation, or management.

In a total of two pages or less:

12. Summarize the reserve's partnership or activities with the state coastal management program, including any major initiatives or projects and their impacts.
13. Summarize the nature of major local, regional, statewide, and/or national partnerships and projects and the role that the reserve has played or is playing in them to achieve and/or complement reserve goals and to ensure protection of reserve resources.

Public Access

In a total of four pages or less:

14. Summarize existing public access and public use, and any changes of uses at the reserve.
15. Summarize the results of any studies related to public access at the reserve and any activities undertaken as a result of the studies.
16. Summarize major public access projects or initiatives developed or implemented and their results or accomplishments, including how a project or initiative responded to emerging national, state, or local issues, and highlight successes in helping to resolve an on-the-ground coastal management issue, if applicable.
17. Summarize the challenges the reserve faced in achieving its public access goals and objectives.

Acquisition

In a total of four pages or less:

18. Summarize the values of any land acquisition projects completed or in process.
19. Summarize major acquisition projects or initiatives developed or implemented and their results or accomplishments, including how a project or initiative responded to emerging national, state, or local issues, and highlight successes in helping to resolve an on-the-ground coastal management issue, if applicable.
20. Summarize the challenges the reserve faced in achieving its acquisition goals and objectives.

Research and Monitoring

In a total of one page or less:

21. Summarize any efforts to fill data gaps identified in the site profile.
22. Summarize how the reserve and others (if known) use the site profile.

In one page or less:

23. Summarize how Graduate Research Fellows were integrated into reserve activities and discuss how their research addressed coastal management issues, as well as the value of their work on a local, regional, and/or national scale, as appropriate.

In a total of two pages or less:

24. Summarize the reserve's ongoing efforts to develop and maintain the System-wide Monitoring Program (SWMP) and to implement any new SWMP protocols (e.g., vegetation monitoring, sentinel sites).
25. Summarize any additional non-SWMP monitoring activities the reserve conducted or in which it participated or collaborated.
26. Summarize how SWMP and other reserve monitoring data is shared with and used by other researchers, partners, and stakeholders.

In a total of two pages or less:

27. Summarize the process for identifying, prioritizing, and monitoring the reserve's research and monitoring needs to address coastal management issues and how, and the extent to which, collaborations occurred between research scientists at the reserve and coastal managers and coastal planners.
28. Summarize activities the research and monitoring programs undertook to promote the reserve as a research platform and the value and impact of reserve research and monitoring to external partners and reserve staff.

In a total of four pages or less:

29. Summarize major research and monitoring projects or initiatives developed or implemented and their results or accomplishments, including how a project or initiative responded to emerging national, state, or local issues, and highlight successes in helping to resolve an on-the-ground coastal management issue, if applicable.
30. Summarize the challenges the reserve faced in achieving its research and monitoring goals and objectives.

Education

In a total of three pages or less:

31. Summarize the process for identifying, prioritizing, and monitoring/evaluating educational activities and audiences.
32. Describe how KEEP (K-12 Estuarine Education Program) is integrated or incorporated into the initiatives and activities of the reserve.
33. Describe how the reserve's classroom curricula aligned with state standards. If not aligned, please summarize why and any plans the reserve may have to do so.
34. Summarize any professional development opportunities for teachers provided by the reserve alone or in collaboration or coordination with reserve partners.

In a total of four pages or less:

35. Summarize major education projects or initiatives developed or implemented and their results or accomplishments, including how a project or initiative responded to emerging national, state, or local issues, and highlight successes in helping to resolve an on-the-ground coastal management issue, if applicable.

36. Summarize the challenges the reserve faced in achieving its education goals and objectives.

Coastal Training Program (CTP)

In a total of one page or less:

37. Summarize any collaboration efforts the reserve's CTP organized or in which it participated at the local, regional, and/or watershed scale.
38. Summarize how CTP projects and training have integrated NOAA's and other external partners' research and stewardship information or programs.

In a total of four pages or less:

39. Summarize the reserve's progress in implementing the CTP strategy, including major CTP projects or initiatives developed or implemented and their results or accomplishments, including how a project or initiative responded to emerging national, state, or local issues, and highlight successes in helping to resolve an on-the-ground coastal management issue, if applicable.
40. Summarize the challenges the reserve faced in achieving its CTP goals and objectives.

Stewardship/Resource Protection, Manipulation, Restoration

In a total of five pages or less:

41. Summarize the process for identifying, prioritizing, and monitoring/evaluating stewardship or resource management activities at the reserve.
42. Summarize existing capacities and abilities, as well as changes, regarding the reserve's land management and/or enforcement responsibilities.
43. Summarize major stewardship/resource protection, manipulation, and restoration projects or initiatives developed or implemented and their results or accomplishments, including how a project or initiative responded to emerging national, state, or local issues, and highlight successes in helping to resolve an on-the-ground coastal management issue, if applicable.
44. Summarize the challenges the reserve faced in achieving its stewardship/resource protection, manipulation, and restoration goals and objectives.

Overarching

45. In two pages or less, and from the reserve manager's perspective, identify the two to four most significant impacts or accomplishments and the two to four most significant challenges (excluding program administration, operations, or management challenges discussed in item #11) the reserve had or faced during this evaluation period. If any of these are not already discussed in #16, 17, 19, 20, 29, 30, 35, 36, 39, 40, 43, or 44, please summarize them. Include influences and factors that have advanced or hindered the achievement of any reserve goals, objectives or outcomes.

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I. Evaluation Questions for Stakeholders and Partners of Reserves

Survey of Reserve Partners and Stakeholders

The National Oceanic and Atmospheric Administration Office of Ocean and Coastal Resource Management (OCRM) conducts periodic evaluations of national estuarine research reserves as required by the Coastal Zone Management Act. As part of the evaluation of [name] Reserve, OCRM would like to obtain your perspective and opinion on the reserve's implementation of its programs and activities from [Month 20XX to Month 20XX]. Please note that the word "you" in the following questions refers to an organization or a person, as appropriate. If there are questions that do not apply to you, you may skip them.

Thank you for your participation in this survey.

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1. How well do you think the reserve is doing in addressing the following four National Estuarine Research Reserve System priorities:

a. Providing opportunities for research and monitoring.

Excellent	Good	Adequate	Poor	Very Poor	No Opinion
○	○	○	○	○	○

Comments

b. Enhancing public awareness and understanding of estuarine areas through public education and interpretation opportunities.

Exellent	Good	Adequate	Poor	Very Poor	No Opinion
○	○	○	○	○	○

Comments

c. Providing coastal decision makers with knowledge and tools to address critical resource management issues through the Coastal Training Program.

Excellent	Good	Adequate	Poor	Very Poor	No Opinion
○	○	○	○	○	○

Comments

d. Protecting and restoring the reserve's resources.

Excellent	Good	Adequate	Poor	Very Poor	Unknown
○	○	○	○	○	○

Comments

Survey of Reserve Partners and Stakeholders

2. What are the reserve's top one to three strengths?

Strength_1

Strength_2

Strength_3

3. What are the reserve's top one to three accomplishments?

Accomplishment_1

Accomplishment_2

Accomplishment_3

4. What are the reserve's one to three biggest weaknesses?

Weakness_1

Weakness_2

Weakness_3

5. What are the reserve's top one to three challenges faced?

Challenge/Issue_1

Challenge/Issue_2

Challenge/Issue_3

6. Describe your working relationship with the reserve.

7. Describe any areas or ways in which your relationship with the reserve could be strengthened.

Survey of Reserve Partners and Stakeholders

8. Describe one to three major collaborations your organization had with the reserve to implement programs, initiatives, projects or activities.

Consider including:

a. goal of the collaboration

b. major activities undertaken

c. funding provided by the reserve and by your organization

d. technical assistance, research results, and/or monitoring data from the Reserve that your organization used and its value to the collaboration

e. short- and long-term impacts and the results of the collaboration

f. how the collaboration helped your organization achieve its mission and goals

a. Collaboration 1

Survey of Reserve Partners and Stakeholders

b. Collaboration 2

c. Collaboration 3

9. Describe any priority opportunities for additional collaborations to further the reserve's mission of research, education, and stewardship.

Survey of Reserve Partners and Stakeholders

10. Do you have any recommendations for changes the reserve could make to improve its effectiveness?

11. Is there anything else you would like to share?

12. Choose the category which best describes who you represent.

- ◯ Local Government
- ◯ State Government
- ◯ Federal Government
- ◯ Business/Industry
- ◯ Nonprofit/Nongovernmental Organization
- ◯ Academia

Other (please specify)

13. OPTIONAL: Provide your name.

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J. Selection of Programs for Evaluation Site Visits

Programs selected for site visits will be determined by NPED in consultation with the division directors and OCRM leadership. It is anticipated that funding will be available to conduct site visits for up to a total of two program evaluations annually (for example, two Reserves and no Coastal Programs, or one Reserve and one Coastal Program). Site visits will focus on a maximum of three target areas and will be conducted over 1-2 days.

Up to two programs will be chosen for a site visit annually based on the following **general principles**; these are listed in order of general importance, but OCRM management may choose, at its discretion, to weight a lower ordered general principle more heavily.

1. The program was found to be not fully adhering to the programmatic requirements of the CZMA and implementing regulations in the program's previous evaluation or is at risk of being found not fully adhering.
2. Nonadherence or the risk of nonadherence cannot or has not been successfully addressed through the ongoing oversight and implementation of annual cooperative agreements.
3. A program evaluation site visit is anticipated to make a significant improvement in OCRM's ability to address nonadherence or the risk of nonadherence.
4. The program faces a significant issue(s) that affects program implementation.
5. It is anticipated that a program evaluation site visit could meaningfully assist the program in addressing the significant issue(s).
6. The program or others have demonstrated that a program or project has significant positive impacts.
7. The program or project could potentially serve as a model and be replicated by other CZMA programs and/or other national, state, or local programs.
8. The program or project addresses an issue that is of particular concern or interest to OCRM leadership, NOAA leadership, and/or national political leaders.
9. The program or project uses a new and innovative approach to achieve significant positive impacts.

K. Conducting Program Evaluation Interviews and Meetings

For every program evaluation:

A. On-line survey to gather information

- The evaluator identifies between 13 to 20 stakeholders and partners by mid-January of evaluation year to contact and survey, based upon input from the program and the ERD or CPD specialist.
- A standard set of questions is provided electronically by approximately February 1 of evaluation year to the identified stakeholders and partners.
- Responses from stakeholders and partners are received by approximately March 15 of evaluation year. If no response is received, evaluator contacts stakeholder or partner to request response.
- Evaluator may seek clarification of answers to specific questions from any partner or stakeholder.

B. Planning for interviews

- After a maximum of three target areas have been identified for a program, one to two groups of partners and stakeholders with involvement in each target area are identified.

For evaluation <u>without</u> a site visit – video/teleconference interviews:

A. Interviews with program staff, partners, and stakeholders

- The evaluator schedules a videoconference or teleconference interview(s) with program staff and the evaluation team during the designated evaluation month to clarify anything from evaluation information sources.
- The evaluator schedules and conducts two – six videoconference or teleconference interviews focused on the target areas.
- During each conference interview, one or more program staff members are encouraged to participate, but the last 15 minutes of each interview are conducted without program staff present.

B. Meeting with head of lead agency to discuss evaluation findings

- The need for a videoconference or teleconference meeting with the head of the lead agency to discuss the evaluation findings will be determined on a case-by-case basis.
- An evaluator may determine that a videoconference or teleconference meeting to discuss the findings with the head of the lead agency would be of benefit or a meeting may be requested by the state program manager.

- A videoconference or teleconference meeting to discuss the evaluation findings will occur after the draft or final findings have been sent to the state.

For evaluations <u>with</u> a site visit – face-to-face meetings:

A. Interviews with program staff, partners, and stakeholders

- The evaluator schedules a meeting(s) with program staff and the evaluation team during the site visit to clarify anything from evaluation information sources.
- Meetings with the identified partners and stakeholders focused only on the target areas are scheduled during the day(s) of the site visit.
- During each meeting, one or more program staff members are encouraged to attend, but the last 15 minutes of each interview are conducted without program staff present.

B. Meeting with head of lead agency to discuss evaluation findings

For programs with a major issue(s)

- The evaluator will work with the state program manager to schedule a meeting with the head of the lead agency to discuss the major issue(s).
- If a meeting with the lead agency head cannot be arranged during the site visit, a videoconference or teleconference meeting to discuss the evaluation findings will occur after the draft or final findings have been sent to the state.

For programs with no major issue(s)

- The need for a meeting with the head of the lead agency to discuss the evaluation findings will be determined on a case-by-case basis.
- An evaluator may determine that a meeting to discuss the findings with the head of the lead agency would be of benefit or a meeting may be requested by the state program manager.
- Meetings to discuss the evaluation findings will preferentially occur in-person during the site visit. If that is not an option, a videoconference or teleconference meeting to discuss the evaluation findings will occur after the draft or final findings have been sent to the state.

L. Public Meetings

All Evaluations

- A public meeting will be scheduled during the four – five weeks the evaluator has set aside to conduct the program's evaluation and draft findings during the months of April – October.
- One public meeting will be held, unless there are extenuating circumstances that warrant a second public meeting.
- Reserve public meetings will be held at the reserve or in reasonably close vicinity.
- Coastal management program public meetings will be held in the state's coastal zone or in reasonably close vicinity if the coastal zone is narrowly defined.
- Program managers are encouraged but not required to attend.

Reminder: The public meeting triggers the 120-day written findings deadline in the CZMA.

Evaluation with a Site Visit

- The public meeting will be held during the site visit and will be facilitated onsite by the evaluator.

Evaluation without a Site Visit

- Evaluator will work collaboratively with the divisions, OCRM/CSC program specialists, and OCRM/CSC regional staff to identify a host for the public meeting; ensure adequate staffing of the public meeting; and ensure a safe and secure environment.
- Meeting facilitator:
    a. Regional OCRM or CSC staff host meeting onsite and evaluator calls into meeting.
    b. If OCRM or CSC staff members are unavailable, onsite hosting will be provided by other regional NOAA staff. Evaluator calls into meeting.
- Videoconferencing will be utilized if available.
- OCRM/CSC will provide travel funds for regional staff if necessary to host public meetings.
- When scheduling evaluations, evaluators will consider the travel schedule of regional staff to minimize travel expenses.
- OCRM will attempt to host the public meeting at a time determined to be convenient to the general public – often this is in the evening. Flexibility in scheduling may be required to meet the needs of hosts; i.e., public meeting may be held during normal office hours rather than during the evening.

M. Evaluation Findings Document

Document Outline

I. **<u>TRANSMITTAL LETTER TO AGENCY</u>** – Will include conclusion (finding of adherence or non-adherence), summary of findings, and brief discussion of Section 312 evaluation metrics data; signed by the OCRM director.

II. **<u>EVALUATION METHODOLOGY</u>** – One page or less; standard language for methodology that includes some of the information used in the "Program Review Procedures" section of findings that have been drafted under the historic evaluation model.

III. **<u>FINDINGS</u>** –

1. For each of the target areas identified for the evaluation from the CZMA requirements (*see below), findings will include a more detailed analysis of approximately one – two pages for each.

2. For each of the CZMA requirements (*see below) that is NOT one of the target areas addressed in #1 above, findings will include approximately one paragraph for each that describes how the program addresses the CZMA requirement topic area, the program's impacts, and the challenges the program faced.

3. Findings will include Section 312 evaluation metrics data and a short analysis for each of the three evaluation metrics in the appropriate topic area.

4. Necessary Actions and Recommendations will be included as appropriate. It is likely that these will be included primarily in the target areas discussions and findings, although they may be included in non-target areas if necessary.

   Necessary Actions address programmatic requirements of: the CZMA, CZMA implementing regulations, and the reserve/coastal management program approved by NOAA. The state must address Necessary Actions by the dates indicated.

   Recommendations provide programs with specific actions to undertake to improve programs and are based on an analysis of the information provided by the program, stakeholders and partners, and the general public during the evaluation process. Recommendations should be considered by programs, but implementation of recommendations is voluntary.

IV. **<u>RESPONSES TO WRITTEN COMMENTS</u>**

*CZMA evaluation requirement topics for Findings items #1 and #2 above:

Coastal Management Program CZMA Requirements/Topics	**National Estuarine Research Reserve CZMA Requirements/Topics**
Administration, Operations, Management	Administration, Operations, Facilities, Management
Coastal Habitat	Public Access
Coastal Hazards	Acquisition
Water Quality	Research and Monitoring
Coastal Dependent Uses and Community Development	Education
Public Access	Coastal Training Program
Government Coordination and Decision making	Stewardship/Resource Protection

Findings Document Processing Timeline

- Evaluator completes draft findings 15 days after public meeting.
- CMP/ERD staff and other state program participant/participant with target area expertise have 10 days to complete review of draft findings.
- State program has 28 days to review and comment on draft findings. Draft findings will be delivered electronically to the head of the lead agency and program manager.
- Evaluator has 10 days to incorporate state comments and circulate for OCRM director's signature.

Information No Longer Included (or Only Partly Included in a Different Format) in Shortened Evaluation Findings

- Executive Summary
- Program Description
- Program Review Procedures: Overview; Document Review and Issues Development; Site Visit (some minimal information from this section will be included in the new "Methodology" section)
- Review Findings, Accomplishments, and Recommendations
- Appendix A – Summary of Accomplishments and Recommendations
- Appendix B – Response to Previous Evaluation Findings (this information will still be required from the program and will be part of the official record for the evaluation)
- Appendix C – Persons and Institutions Contacted (this information will still be compiled and be part of the official record for the evaluation)
- Appendix D – Persons Attending the Public Meeting (this information will still be compiled and be part of the official record for the evaluation)