

# PERFORMANCE EVALUATION ACTION PLAN

## Overview

As part of an effort to improve overall management of sanctuaries, ongoing and routine performance evaluation is a priority for the NMSP. Both site-specific and programmatic efforts are underway to better understand the NMSP'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:

- Highlighting successful (as well as less than successful) efforts of site management;
- Keeping the public, Congress, and other interested parties apprised of Sanctuary effectiveness;
- Helping managers identify resource gaps so they may better manage their sites;
- Improving accountability;
- Improving communication among sites, stakeholders and the general public;
- Fostering the development of clear, concise and, whenever appropriate, measurable outcomes;
- Providing a means for managers to comprehensively evaluate their sites in both the short and long term;
- Fostering an internal focus on problem-solving and improved performance;
- Providing additional support for the resource-allocation process; and
- Motivating staff with clear policies and a focused direction.

Throughout the management plan review process, CINMS staff worked with NMSP staff to develop performance measures for the action plans in this management plan. The principal objective of these measures is to present a set of performance targets demonstrating progress towards strategy objectives for each action plan. Site-specific performance measures are also designed in part to comport with the NMSP's program-wide performance measures, available in the NMSP's strategic plan at <http://sanctuaries.noaa.gov/management/strategic.html>. The NMSP developed its program-wide performance measures to assess progress towards achievement of the NMSP's goals, which are outlined in the management plan's Introduction section.

## Description of the Issues

Evaluating performance is now a part of the regular cycle of management for the NMSP. Periodic external reviews have taken place over the course of the NMSP's existence. In addition, a process for integrating a system for performance evaluation has been implemented in recent years. Program performance measures are the yardstick with which the NMSP measures progress towards its goals and objectives. They set specific, time-conditional targets for large, thematic management categories that are addressed across multiple sites and/or headquarters branches. Currently, there are 21 NMSP performance measures comprised of long-term (10+ years) outcomes and mid-term (5-10 years) or short term (annual to 5 years) outputs. The long-term outcome performance measures established in 2004 require that the NMSP improve or maintain the quality of water, habitat and living marine resources in all sites before 2015. In addition, the NMSP must adequately characterize one hundred percent of the sanctuary system by 2015. There are 17 other output performance measures aggressively pursued by the NMSP.<sup>51</sup>

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<sup>51</sup> More information about program-wide performance evaluation can be found here: <http://sanctuaries.noaa.gov/management/effective.html>.

Very little had been done to measure management performance prior to the scoping period for this management plan review was an issue staff (both site and headquarters), the Advisory Councils, and the public recognized as one that should be addressed. As a result, NMSP headquarters staff began working on models for integrating NMSP performance evaluation into the management plan review process. With the measures in this management plan, CINMS is initiating the performance measurement process for the Sanctuary and, therefore, beginning to establish a baseline of information the NMSP can use to evaluate effectiveness of site management. Strategy EV.1-Measuring Sanctuary Performance Over Time describes this process in more detail.

### **Addressing the Issues - Strategies For This Action Plan**

There is one strategy in this Evaluation (EV) Action Plan:

- EV.1 – Measuring Sanctuary Performance Over Time

This strategy is detailed below.

## STRATEGY EV.1 – MEASURING SANCTUARY PERFORMANCE OVER TIME

- *Objective:* To effectively and efficiently incorporate performance measurement into the regular cycle of CINMS, and overall NMSP, management.
- *Implementation:* Staff from all seven functional areas

### Background

This strategy details the process by which the Sanctuary will measure its management performance over time. Figure 56 depicts the basic idea behind this process, which will be implemented in all sanctuaries undergoing management plan review.

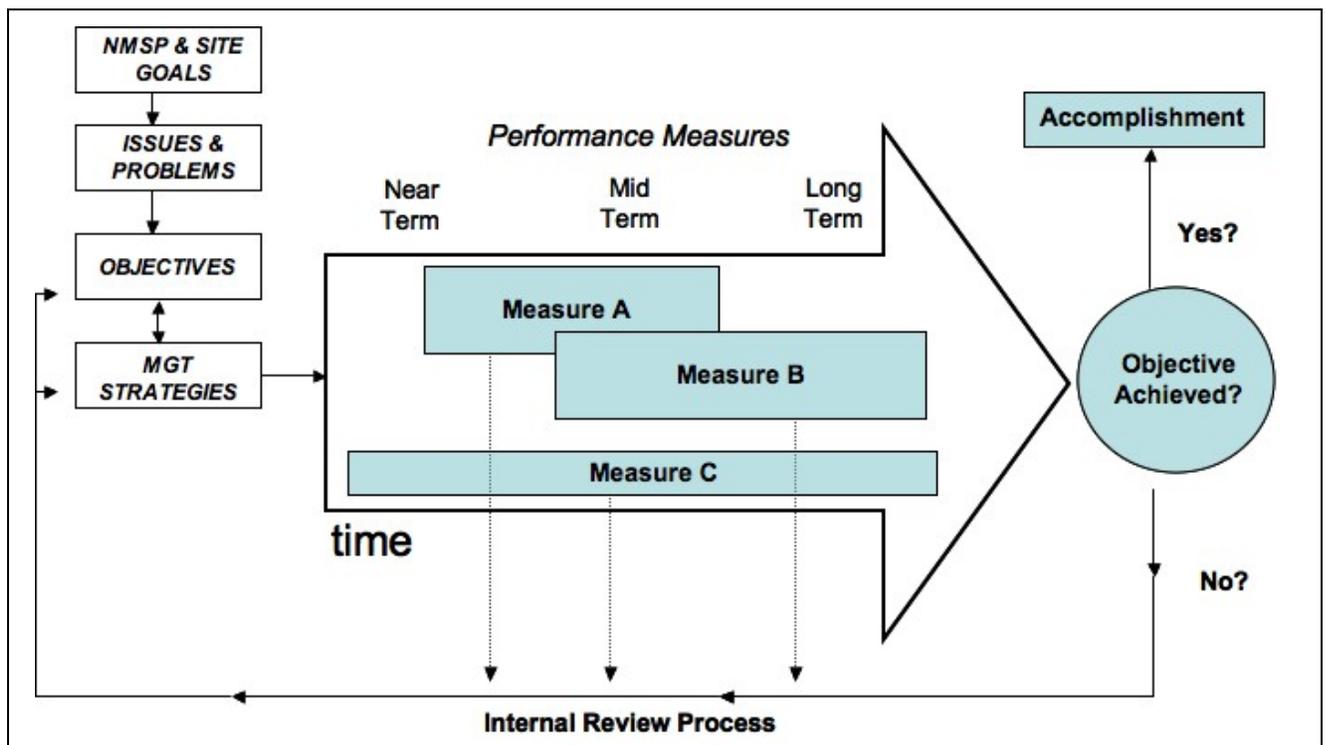


Figure 56. NMSP performance evaluation logic model

Issues and problems are identified during the scoping process relative to NMSP and site goals. Staff then work to develop objectives relative to proposed management strategies (as identified in each of the action plans). Performance measures are then drafted, which identify the means by which the Sanctuary will evaluate its progress towards achievement of the objectives. As represented by the large arrow in Figure 56, measures can (and should) be developed to provide information on results over time, from the near term (within one year, for example) to the long term (over the span of ten years or more, for example). As these measures are monitored over time, data is collected on progress towards the achievement of outcomes and the production of outputs (or products). Objectives achieved and outputs produced are reported as accomplishments; inability to achieve objectives or produce outputs are also reported, but as areas falling short of targets. In these areas, staff will work to identify the issues preventing management

from reaching targets (represented in Figure 56 by the arrow running along the bottom of the graphic). This internal review is one of the primary benefits of performance evaluation process as it provides an opportunity for staff to think carefully about why particular actions are not meeting stated targets and how they can be altered to do so.

All performance measures for this management plan are found in a series of nine tables (one for each action plan) at the end of this action plan. Each table identifies (1) the action plan's proposed management strategies, (2) the objectives identified for each of those strategies, (3) the performance measure(s) to track the achievement of the desired outcome, and (4) the specific metrics of the performance measure.

The information produced by performance measures in sanctuary management plans will be used not only to improve the management of individual sanctuaries, but to inform programmatic performance evaluation as well. Currently, there are twenty-one program performance measures for the NMSP.

There are two 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. In the case of this action plan, it is not anticipated there will be any additional costs beyond core operational expenses (labor and administrative overhead).

### ***Activities (2)***

***(1) Monitor Existing Performance Measures Consistently Over Time.*** CINMS staff will conduct routine performance evaluations to collect and record data on Sanctuary performance over time. Using this 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.

*Status:* Begins with implementation of this management plan and continues through years 1-5

*Partners:* Internal

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

*Status:* Begins with implementation of this management plan and continues through years 1-5

*Partners:* Internal

**Table 14. Estimated Costs for the Performance Evaluation Action Plan**

Strategy	Estimated Annual Cost*					Total Estimated 5 Year Cost
	YR 1	YR 2	YR 3	YR 4	YR 5	
EV.1: Measuring Sanctuary Performance Over Time	-	-	-	-	-	-
<b>Total Estimated Annual Cost</b>	-	-	-	-	-	-

\*Because this is an internal exercise, it is estimated that costs for implementing this strategy will involve base budget funding only (staff time), which is not reflected in this table.

### **Addressing the Issues – Strategies From Other Action Plans**

The purpose of the Performance Evaluation Action Plan is to evaluate the effectiveness of the various strategies contained within this management plan. In this regard, all strategies from the other action plans are associated with the Performance Evaluation Action Plan.

### **Addressing the Issues – Regulations**

Not applicable. There are no Sanctuary regulations associated with the issues in the Performance Evaluation Action Plan. Sanctuary regulations are available at 15 CFR 922.70-922.74.

**Table 15. Performance Measures for the Public Awareness & Understanding Action Plan**

Strategies	Objective	Performance Measures	Metrics
AU.1 Education Program Development	To link local teachers with national efforts to improve ocean literacy.	Increased public participation in CINMS education programs.	Number of K-12 teachers participating in Sanctuary education workshops.
			Number of K-12 teachers requesting Sanctuary education tools and materials.
			Number of regional participants in LiMPETS program.
		Increased awareness about the CINMS in the K-12 community.	Number of national initiatives & events sponsored by CINMS over next 5 years.
			Number of presentations given by CINMS education staff at regional/ national conferences.
AU.2 Community Involvement/Volunteer & Intern Program Development	To increase community awareness about the Channel Islands National Marine Sanctuary and the National Marine Sanctuary Program through the development of CINMS volunteers and interns.	Growing number of public opportunities to learn about CINMS goals, programs and issues.	Number adult education classes offered/number students enrolled.
		Increased citizen participation in marine conservation efforts at CINMS.	Number of surveys in REEF database.
		Improved volunteer/intern program effectiveness and efficiency.	Number of volunteers and interns participating in Sanctuary programs.
			Number of intern or volunteer applications submitted.
			Biannual evaluation of volunteer programs.
AU.3 Team OCEAN	To build on the success of Team OCEAN Programs at other national marine sanctuaries by fully achieving the network's three primary goals.	Improvements in visitor's educational experience.	Passenger survey cards.
		Increased interest in use of Channel Islands Naturalist Corps (CINC) volunteers.	Number of marine excursion businesses participating in CINC program and attending legal/regulatory workshops.
			% of commercial outfitter passengers exposed to CINC volunteers.
			Satisfaction of marine excursion captains with SNC volunteers (survey).
		Increased knowledge base of CINC volunteers.	Scope of Sanctuary resource knowledge by SNC volunteers.
		Improved interpretive enforcement results within the Sanctuary.	Number of boaters and contacts made by Marine Watch volunteers.
Number of citations issued for environmental disturbance.			

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**Table 15. Performance Measures for the Public Awareness & Understanding Action Plan**

Strategies	Objective	Performance Measures	Metrics
AU.4 Developing Outreach Technology	To provide timely and accurate information about the Sanctuary’s natural resources, issues and activities as they occur.	Well organized, reliable and comprehensive information on CINMS provided in a timely manner.	Annual evaluation of quality and utility of web site.
		Increased public access to information via web site, web-based tools and Sanctuary interactive kiosks.	Web site hits and use levels of remote Sanctuary interactive kiosks.
		Improved performance record of website, Sanctuary interactive kiosks and remote systems.	Ratio of system uptime to downtime.
			Number of weather-related vessel problems.
Expanded range for outreach technology.	Number and location of new Sanctuary interactive kiosks installed.		
AU.5 Greater Southern California Outreach	To establish a presence and identity for the Sanctuary and its various programs in the Ventura and Los Angeles region.	Established Sanctuary presence and identity in the Ventura and LA County region.	Size and diversity of audiences reached with education and outreach programs.
		Increased awareness of Sanctuary by constituents in the Ventura and LA County region.	Number of Sanctuary outreach products installed and distributed.
			Extent of regional education and outreach programs provided.
Strengthened Sanctuary constituency in the Ventura and LA County region.	Number of new regional education partners.		
AU.6 Developing Education & Outreach Tools & Products	To provide Sanctuary information to a widely diverse audience.	Expanded subscriber base and distribution of publications.	Number of new product subscribers.
			Number of materials distributed.
		Maintained quality of publications and other materials/tools.	Audience feedback on quality of publications and materials.
			Frequency of inventory, review and update of publications and materials.
AU.7 Visitor Center Support & Development	To maximize the Sanctuary’s regional public exposure through the development of exhibits and programs at planned and developed marine and natural resource-based visitor centers.	Increased regional public exposure to CINMS.	Number of visitors at various facilities; use level of Sanctuary interactive kiosks.
			Extent of “repeat business” at visitors centers.

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**Table 15. Performance Measures for the Public Awareness & Understanding Action Plan**

Strategies	Objective	Performance Measures	Metrics
AU.8 MPA Network Education	To raise awareness and understanding among the general public and Sanctuary users of the system of marine reserves and conservation areas within the Sanctuary.	MPAs fully incorporated into existing educational outreach products and services.	Percentage of existing products modified to incorporate the MPA network.
		Community-based, long-term educational strategies for MPAs implemented.	SAC strategic recommendation received.
			Number of MPA network education strategies implemented over next five years.
AU.9 Multicultural Education	To build Sanctuary stewardship and increase understanding of ocean related threats within the Hispanic communities of Santa Barbara and Ventura counties.	Educational strategy for reaching the Latino community understood by CINMS education and outreach staff.	Audiences, themes and tools for multicultural education in the region identified.
		Increased awareness in the regional Latino community of marine science, conservation and management as well as CINMS resources.	Extent of regional education and outreach programs provided to Latino audiences.

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**Table 16. Performance Measures for the Conservation Science Action Plan**

Strategies	Strategy Objective	Performance Measures	Metrics
CS.1 SAMSAP	To analyze historical data and create predictive models for resource management through near real-time data collection.	Statistically reliable SAMSAP data is collected on a weekly basis (on average), provided to agencies and external entities, and packaged for Sanctuary management needs.	Number of SAMSAP flights per year.
			Record of SAMSAP data distribution, reports, and papers.
CS.2 Comprehensive Data Management	To integrate CINMS data into existing regional and national data management programs that will facilitate conservation science-based decision-making.	CINMS data is publicly available in a web-based data node.	Frequency of internal data access and use.
			Web-based statistical tracing of public access to data.
CS.3 Support Monitoring and Site Characterization Programs	To support monitoring programs and build a database of Sanctuary resources.	As made available, research program findings are obtained and analyzed for CINMS management purposes.	Connection between research projects and relevant current management issues.

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**Table 16. Performance Measures for the Conservation Science Action Plan**

Strategies	Strategy Objective	Performance Measures	Metrics
CS.4 Collaborative Marine Research Project	To foster research collaboration among scientists, various agencies and fishers and to obtain rigorous scientific data on issues of concern to these groups.	Program funding secured; a minimum of two new collaborative projects selected and implemented within 5 years.	Funding sources and levels.
			Progress toward project implementation.
CS.5 Research Interpretation	To communicate and interpret for the public, NOAA, the scientific community, and other resource managers, the research activities taking place in and around the Sanctuary.	Progressive increase in projects interpreted and people reached.	Number of interpreted projects.
			Web site visitation and meeting/seminar participation levels.
CS.6 Biological Monitoring of MPA Network	To measure the biological effects of the Channel Islands MPA Network.	Full establishment of multi-agency/organization monitoring partnerships.	Identification of funding needs and sources.
			Status of monitoring program operations.
		Monitoring results reported in a consistent and usable fashion.	Quantity and quality of data. Consistency of data collection and analysis efforts.
CS.7 Socioeconomic Monitoring of MPA Network	To demonstrate the socioeconomic effects of the Channel Islands MPA network.	Full establishment of multi-agency/organization monitoring partnerships.	Identification of funding needs and sources.
			Quantity and quality of data.
		Monitoring results reported in a consistent and usable fashion.	Consistency of data collection and analysis efforts.
CS.8 Automated Identification System (AIS) Vessel Tracking	To use AIS information to track vessel traffic and vessel trends within the CINMS, enhancing socioeconomic and scientific research as well as Sanctuary resource protection capabilities.	Queriable AIS database to analyze vessel traffic, speed averages and variations, and ID individual vessels.	Access and serve data from multiple, geographically dispersed, AIS receivers.

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**Table 17. Performance Measures for the Boundary Evaluation Action Plan**

Strategies	Strategy Objective	Performance Measures	Metrics
BE.1 Final Determination on Boundary Issue	To conduct a scientifically rigorous, open public process to consider, analyze and make a final determination on changing the boundary of the Sanctuary.	Establish the appropriate Sanctuary boundary.	Review of preliminary and draft materials with the Sanctuary Advisory Council; responses to public, SAC and agency comments.

**Table 18. Performance Measures for the Water Quality Action Plan**

Strategies	Strategy Objective	Performance Measures	Metrics
WQ.1 Offshore Water Quality Monitoring	To better evaluate and understand localized and large-scale spatial and temporal impacts from oceanographic and climatic changes and impacts from increases in human population in the coastal zone and subsequent pressure(s) on offshore marine resources.	Improved knowledge of Sanctuary water quality characteristics and associated human influences.	Documented Sanctuary-relevant water quality monitoring results.
WQ.2 Water Quality Protection Planning	To protect the chemical, physical and biological integrity of the Sanctuary by restoring and maintaining water quality.	Improvement in efforts at addressing Sanctuary water quality issues.	Consultation effort with water quality protection agencies and organizations.
		Improvement in knowledge of water quality issues, management and needs.	Ability to identify existing jurisdictional authorities and needed protections.

**Table 19. Performance Measures for the Emergency Response & Enforcement Action Plan**

Strategies	Objective	Performance Measures	Metrics
EE.1 Emergency Response Planning & Implementation	To be prepared for response to oil spills, hazardous material spills, grounded vessels and natural or human initiated disasters.	On call volunteers and CINMS staff fully trained and available for response.	Staff and volunteer training readiness.
		Full participation in regional emergency response efforts involving the Sanctuary.	Attendance and participation at ACP meetings, drills, and response events.
EE.2 Expanding Enforcement Efforts	To promote resource protection through compliance with Sanctuary regulations and other applicable state and federal statutes and regulations.	Progressive increase over time in enforcement presence within the Sanctuary.	Progress towards Marine Watch program establishment.
			Number of enforcement vessel hours spent in Sanctuary.
			Number of Marine Watch volunteer boaters.
		Progressive increase over time in knowledge of quality and quantity of user group data.	Number of documented enforcement incidents.

**Table 20. Performance Measures for the Maritime Heritage Action Plan**

Strategies	Objective	Performance Measures	Metrics
<p>MH.1 The Shipwreck Reconnaissance Program</p>	<p>To contribute to scientific knowledge and enhancement of management practices related to underwater historical resources by encouraging research and monitoring efforts.</p>	Improved knowledge of cultural and historical resources in the Sanctuary.	Number of known cultural and historic sites recorded in the CINMS MHR inventory.
		Improved documentation and protection of CINMS MHRs.	Number of CINMS MHR sites monitored regularly.
		Increase in CINMS MHR outreach opportunities.	Number of outreach products requested.
			Number of facilities providing outreach products to the public.
Use of maritime heritage website.			
<p>MH.2 MHR Volunteer Program</p>	<p>To provide an opportunity for individuals most interested in maritime heritage resource protection to become stewards and representatives of the CINMS.</p>	<p>Maintain volunteer contribution to the CINMS Maritime Heritage Program.</p>	<p>Number of trained participants in MHR volunteer program.</p> <p>Database tracking the number of artifacts and shipwrecks documented by CINMS MHR volunteers in the form of: underwater maps, photos, videos, and the MHR reconnaissance report.</p>
<p>MH.3 Partnering With the Santa Barbara Maritime Museum</p>	<p>To promote the stewardship role of CINMS, Channel Islands National Park and the State of California in providing research, developing public awareness, overseeing visitor use and protecting MHRs.</p>	<p>Increase in public opportunities to learn about CINMS MHRs at the SBMM.</p>	<p>Number of public SBMM lectures provided by Sanctuary staff.</p>
			<p>Number and duration of Sanctuary-based exhibits on display.</p>
<p>MH.4 Implementing a Coordinated MHR Protection Outreach Effort</p>	<p>To enhance the quality of visitor use and avoid injury to archaeological resources.</p>	<p>Improved user awareness of Sanctuary MHR sites.</p>	<p>Number of MHR sites developed into underwater slates.</p>
			<p>Number of underwater slates requested by divers.</p>
		<p>Distribution of/requests for shipwreck video.</p>	
		<p>Improved MHR protection and damage mitigation.</p>	<p>Level of human-induced disturbance to sites tracked by monitoring programs.</p>

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**Table 20. Performance Measures for the Maritime Heritage Action Plan**

Strategies	Objective	Performance Measures	Metrics
MH.5 Upgrading the Maritime Heritage Website	To promote understanding of, appreciation for and involvement in the protection and stewardship of maritime heritage to a wide spectrum of the public.	CINMS MHR information disseminated to an increasingly wider audience (e.g., students, educators, researchers, and divers).	Number of maritime heritage website hits/hits to specific MHR pages.
MH.6 Supporting Public Education of Chumash Native American Maritime Heritage	To assist Chumash tribal groups, organizations and individual Chumash community members in cultural revitalization among regional Chumash communities as pertains to their traditional maritime heritage, while inspiring understanding of and sustainable relationships with the ecosystems of the Sanctuary.	Maintained support of Chumash paddling journeys and activities.	Number of Chumash paddling journeys and activities supported.
		Increased opportunities for public awareness of Chumash history.	Number of visitors to/participants in cultural outreach events.

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**Table 21. Performance Measures for the Resource Protection Action Plan**

Strategies	Objective	Performance Measures	Metrics
RP.1 Identifying & Assessing Current and Emerging Issues	To identify, understand and prioritize current and emerging issues that may pose a threat to Sanctuary resources or qualities.	Improved issue identification and quality of risk assessment.	Number of issues tracked.
RP.2 Responding to Identified Issues	To provide necessary protection to Sanctuary resources by responding in a timely and effective manner to current and emerging issues posing potential threats to Sanctuary resources.	Improved response time to prioritized issues.	Response time to new issues.
			Documented audit trail of responses to issue.
RP.3 General Marine Zoning	To consider the use of marine zoning as a tool to protect and enhance biodiversity and manage various uses of the Sanctuary.	Improved decision-making capacity in the application of specific management tools, such as marine zoning.	Data analysis and zone utility evaluation.
			Spatial distribution of resources and activities within the Sanctuary.
			Analysis and description of alternative management tools.

**Table 22. Performance Measures for the Operations Action Plan**

Strategies	Objective	Performance Measures	Metrics
OP.1 Sanctuary Advisory Council Operations	The Advisory Council will continue to play an important role in advising the Sanctuary on resource management issues.	More efficient SAC operations.	Number of tasks accomplished in SAC annual plan.
		More informed and active Advisory Council on CINMS policy issues.	Average member attendance level at SAC meetings over next 5 years.
			Number of SAC recommendations and advice provided on policy issues.
OP.2 Permitting and Activity Tracking	To ensure information gained through research, education, salvage, and management activities conducted in the Sanctuary informs Sanctuary management and benefits CINMS programs and/or resources.	Net benefit to Sanctuary resources from permitted activities.	Ratio of resource benefit to resource damage resulting from permitted activities.*
		Greater awareness of the nature, extent, and results of non-permitted research projects conducted in the Sanctuary.	Number of voluntary research project registrations.
OP.3 Relationships With Other Authorities	To work in a coordinated, complementary, and comprehensive manner with authorities with whom CINMS has similar or overlapping mandates, jurisdiction, objectives, and/or interests.	Stakeholder and agency awareness of Sanctuary regulations and policies.	Number of Sanctuary regulatory violations by other authorities, or permitted by other authorities.
		Minimized Sanctuary resource and public access impacts resulting from other authorities' decisions, plans, projects, proposals, and policies.	Extent of CINMS staff participation in other authorities' public hearings, workshops, and other consultations regarding activities that may impact the Sanctuary.
		Enhanced partnerships with CINP, and other authorities.	Extent of collaboration, including use of tools such as MOUs, between CINMS staff and staff from other authorities.
OP.4 Vehicle, Boat & Aircraft Operations	To operate Sanctuary vehicles, vessels and aircraft in a safe and efficient manner.	Staff have access to fully functional vehicles, vessels, and aircraft as needed.	Number of days government vehicles, vessels and NOAA or other aircraft were needed but unavailable.
		Proper safety equipment and a safe working environment are maintained on all vehicles, vessels, and aircraft.	Results of vessel safety inspections, and random checks of safety equipment in vehicles and aircraft.

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\*Note that the activity must have at most short-term and negligible adverse effects on Sanctuary resources and qualities.

**Table 22. Performance Measures for the Operations Action Plan**

Strategies	Objective	Performance Measures	Metrics
OP.5 Administrative Initiatives	To administer the Sanctuary in a safe, consistent, and effective manner, ensuring basic site needs are met.	Funding secured in Sanctuary budget for activities staff designate as high priority.	Percentage of funding necessary for full implementation of high priority activities realized.
		Staff knowledgeable in vehicle, vessel, and aircraft safety procedures and equipment.	Frequency of, and staff attendance at safety briefings and trainings.
		Reliable equipment and services.	Percentage of workdays essential equipment was non-functional.
		Enhanced partnership with Channel Islands Marine Sanctuary Foundation.	Number of joint CIMS F - CINMS projects and transactions.
OP.6 Human Resources	To manage sufficient human resources for implementing existing and planned Sanctuary activities.	Maintain staffing at levels necessary to conduct mandated Sanctuary activities.	Number and duration of staff vacancies and contract gaps.
		Ability to meet additional staffing needs.	Extent and diversity of non-GS human resources utilized by the Sanctuary.
			Number of Sanctuary activities not implemented, or partially implemented, due to staffing limitations.
OP.7 Office Space Expansion	To provide well designed, environmentally efficient office space for Sanctuary staff, strengthen our relationship with UCSB and provide continuity for staff and the public by securing a long-term location for CINMS HQ and education/outreach programs.	Timely development of new office space.	Facilities move-in by 2009.
		Adequate Sanctuary facilities.	Average per-person occupancy rate of at least 150 square feet per person in office facilities.
			Availability of Sanctuary-dedicated space for: storage, library, conference, and laboratory facilities.
		Improved public visibility of the Sanctuary.	Number and geographic range of additional Sanctuary signs and placards placed.

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**Table 22. Performance Measures for the Operations Action Plan**

Strategies	Objective	Performance Measures	Metrics
OP.8 Greening Facilities & Operations	To comply with the most up-to-date industry and government standards for green building and green operating procedures.	Reduced energy consumption	Number of miles driven using hybrid fleet vehicle vs. other using other vehicles.
			Measurable reduction in energy use at all CINMS offices over five-year period.
			Number of gallons biodiesel used instead of regular diesel for CINMS research vessels.

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**Table 23. Performance Measures for the Performance Evaluation Action Plan**

Strategies	Objective	Performance Measures	Metrics
EV.1 Measuring Sanctuary Performance Over Time	To effectively and efficiently incorporate performance measurement into the regular cycle of CINMS, and overall, NMSP management.	Performance measurement is fully integrated into site management.	Consistency of monitoring and reporting.
		Results are reported consistently and fairly.	Regularity of reporting; review of results by the SAC.
		Results directly impact management decision-making.	Regular evaluation of performance process utility; application of programmatic criteria to determine role of MP performance measures in decision making process.

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