COASTAL CONNECTIONS

VOLUME 3, ISSUE 2 | A BIMONTHLY PUBLICATION FOCUSED ON TOOLS FOR COASTAL RESOURCE MANAGERS | APRIL/MAY 2005

COASTAL MANAGEMENT PROFILE

Naomi McIntosh
Manager, Hawaiian Islands Humpback Whale National Marine Sanctuary

Hometown: Kailua, Oahu, Hawaii
Education: Bachelor of arts, University of Hawaii
How long you've worked with the program: 10 years
Most fulfilling aspect of your job: Working with wonderful, intelligent people who are committed to taking care of Hawaii's oceans.
Most challenging aspect of your job: Not having the time to do all that needs to be done.
One work-related accomplishment you're proud of: Sanctuary designation
One personal accomplishment you're proud of: Being a mom
Things you do in your spare time: Hula, biking, any beach-related activity, running, caring for my family.

Continued on Page 2

THIS ISSUE'S FOCUS

Performance Measures

Performance measures, perschmormance measures. At this point, you're probably sick of hearing about them. But as they are becoming mandatory for all governmental programs—47 out of 50 states have passed performance-based budgeting mandates—you can bet they're here to stay. So what are these measures, how do they indicate performance, and how do you know if the measures you've selected are useful?

How Did This Start?

Much of the recent movement toward measuring performance was spurred by several federal acts passed in the 1990s, starting with the Government Performance and Results Act of 1993, which states that all government agencies must submit performance plans that link improvements in natural resources to program achievements. In other words, natural resource agencies must prove that improvements were planned results of their projects. Although the other two acts do not directly apply to coastal management, they do indicate that the federal government will continue to put more and more emphasis on project planning and performance-based budgeting.

Why Measure Performance?

There are many benefits to keeping track of how well your programs and projects are meeting their objectives.

- **Problems.** Performance measures can help identify problems, either with the project overall or its individual stages. Using these measures, you can determine which aspects of a project or program didn't work quite right, rather than fault the entire effort.
- **Evaluation.** Incorporating performance measures into your project plan clearly tells how to evaluate your project and when. You track your successes or failures throughout the project, according to what you think is important.
- **Funding.** The more you plan for and demonstrate success, the more likely your project or program will continue to receive funding. It proves your work is earning its keep.
- **Satisfaction.** Performance measures give you and your team concrete proof that your project or program is meeting its objectives and goals.

Basic Steps for Developing Measures

The keys to developing useful performance measures lie in good planning and clear wording. Four basic steps sum up the planning process.

1. **Define your goal.** Identify the direction and vision of the results you want. If, for example, your project is about water quality, your overall goal may be to improve the quality of the bay in the next five years

Continued on Page 2

Profile continued from Page 1

Family: Husband, Darryn; daughter, Shantal; and Grandma
Favorite movie: *A Fish Called Wanda*
In your CD player right now: *Facing Future*, IZ

Naomi McIntosh has lived her entire life on the island of Oahu. "I guess that's telling as to my passion for the islands," she explains. And this passion undoubtedly influenced her career path. While studying marine mammals in college, Naomi's interest shifted to ocean studies as she "started to learn more about dolphins in the wild and the challenges they face in their natural habitat."

Now as the manager of a marine mammal sanctuary, Naomi is blending her interests perfectly. But it wasn't always an easy road. "The sanctuary designation process lent itself to a lot of public confusion," she explains. As a consultant at the time, she worked with the community to determine which protective measures made the most sense for Hawaii's humpback whales in the midst of growing public speculation. After years of working with the community to protect the whales, Naomi sees that people now have a better understanding and appreciation for the sanctuary.

Now that things are running smoothly at the sanctuary, Naomi can spend more time with her husband, Darryn, and their daughter, Shantal. Naomi and Shantal, for instance, recently began taking hula lessons. The family is proud to live, dance the hula, and enjoy the beach in beautiful Kailua, Hawaii.

Performance Measures continued from Page 1

through better land use planning.

2. **Create a logic model.** A logic model outlines a step-by-step process for achieving your objectives and goals and shows how each step is tied to the next. "How to Make a Logic Model" on the next page gives guidelines for creating a model for your project.
3. **Define your objectives.** These are the specific outcomes you want to accomplish at each stage of the project. See "Be SMAART" on the next page for help in writing clear objectives.
4. **Write your performance measures.** Use your logic model to develop ways to measure performance. For instance, if one of the resources you need is volunteers for a bay cleanup effort, a performance measure could be how many people volunteered. If an objective is a 20 percent decrease in nutrients in the bay, you can measure the actual decrease.

Are Other States Measuring Performance?

Yes. As a pilot project for the National Coastal Management Performance Measurement System, initiated by NOAA's Office of Ocean and Coastal Resource Management (OCRM), eight coastal states are developing performance measures for a number of coastal management issues. The purpose of the system is to evaluate the effectiveness of the Coastal Zone Management Act.

Wisconsin, one of the pilot states in this project, is focusing much of its work on coastal habitats, public access, and coastal hazards. Some of the measures they've selected to assess their performance in coastal habitats, for instance, include how many acres of coastal wetlands are in the state and the environmental health of these wetlands. These indicators may later help track how many wetlands were restored in a given year.

Wisconsin has used performance measurement experts from such organizations as NOAA and local universities for help with this effort, says Alberto Vargas, natural hazards coordinator with Wisconsin's coastal program. As an example, the program has partnered with the University of Wisconsin to apply measures from its Great Lakes Environmental Indicators project for assessing improvements in Wisconsin's wetlands. "Rather than trying to come up with new indicators," Vargas explains, "we worked with the university to adapt indicators from their project that are meaningful to our coastal program."

Wisconsin has found these measures more useful than expected. The coastal program is using them to prepare needs assessments and strategy documents and as a baseline for communication with partners. In addition, the program is using these new measures to shape specific projects. The state's requests for proposals now often require applicants to specify the indicators they plan to use to measure the project's success. This new component helps the program choose the proposal that will best accomplish its objectives.

It's reported that the National Academy of Sciences is developing performance measures for the national science budget, and that new Sea Grant language indicates future funding will be based on merit. It's clear that performance measurement is becoming the rule. So use this rule to the advantage of your program. As Vargas puts it, "It's another tool for being able to track our progress and guide our work to protect coastal resources."

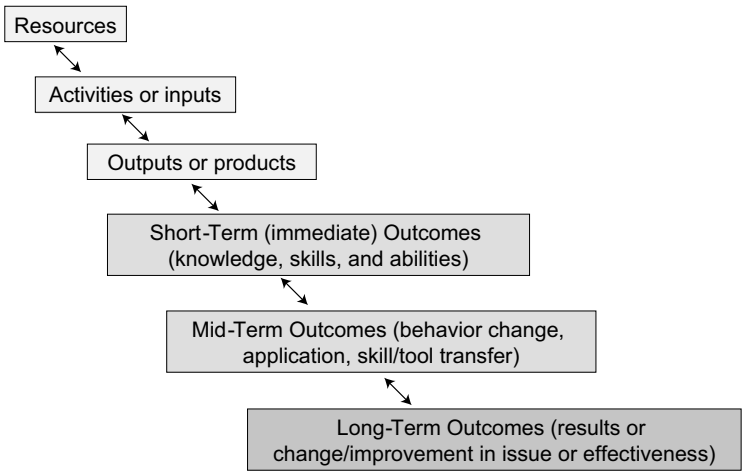
How to Make a Logic Model

A logic model is a picture of how your project will work, a sort of road map that shows what steps you will take to get to certain outcomes. Not only does it lay out a plan for completing a project, but it also helps distinguish among activities and outcomes (or impacts) and shows individuals what their contributions mean to the project. Create a logic model, working right to left, using the following steps:

1. Start at the end—identify what impacts you want your project to have on your audience or issue. These impacts range from the change you want to have on the issue (long-term impacts) to what behavioral changes you expect (mid-term impacts)—to those immediate changes you hope to see in the audience's knowledge or capabilities (short-term impacts). Outcome statements should start with the phrase, "The issue will change in this way," or "The audience will change in this way."
2. List the activities, products, and services you need to do to achieve the impacts described in step 1. Each outcome described in step 1 should be supported by at least one of these activities, products, or services. These components can be thought of as the strategies you will use to make the outcomes happen. These statements should complete the phrase, "We will . . . to achieve this outcome."
3. Determine what resources you need. Resources can include funding, staff, management support, software programs, supplies, training—the tools you need to complete your activities.
4. Read your model left to right using "if . . . then" statements: "If we acquire and use these resources, then we will be able to accomplish these activities. If we accomplish these activities, we will get these outputs. If we use these outputs, we will achieve these short-term impacts," and so on.
5. Rewrite your outcome statements as SMAART objectives. See "Be SMAART" on this page for more on how to do this.

Many times, your resources, activities, and other components will support a number of outcomes. In this case, you can create separate models for each desired impact, or use arrows to connect the various components to each other in a larger-scale model. The diagram below shows a simple schematic of a logic model.

Project Logic Model



WRITING OBJECTIVES:

Be SMAART

To measure the impacts of your program or project, you first need specific objectives for each step of the way. As you realize each one, you can use it to show how your project is performing. But writing clear, specific objectives isn't easy. A simple rule to follow is to be "SMAART" about it. This means creating objectives that are

Specific: What exact actions, behaviors, or issues you want to address

Measurable: The amount of this change

Audience-Directed: What you want your audience to get out of this, not what you are doing

Ambitious and **R**ealistic: Expectations for change are not impractical or out of reach, but are ambitious enough to effect real change and be worth the resources invested

Time-Bound: How much time you've allowed for your objectives to be reached

Check that your objectives are SMAART by asking **who** will be able to do **what**, **how** (and how well), and by **when.** If your objectives answer these questions, you're on your way to reaching them.

Coastal Connections is a publication of the National Oceanic and Atmospheric Administration Coastal Services Center, produced for the coastal resource management community. Each issue of this free bimonthly newsletter focuses on a tool, information resource, or methodology of interest to the nation's coastal resource managers.

Please send us your questions and suggestions for future editions. To subscribe or contribute to the newsletter, contact our editors at

Coastal Connections
NOAA Coastal Services Center
2234 South Hobson Avenue
Charleston,
South Carolina 29405
(843) 740-1200
CoastalConnections@noaa.gov
www.csc.noaa.gov/newsletter/

Editor:
Alison Smith
Communications Director:
Donna McCaskill
Current Events Editor:
Hanna Goss
Copy Editor:
Gerald Esch
Graphic Designer:
Frank Ruopoli

NOAA/CSC/20508-PUB

This paper is made with 100% recycled fiber and contains at least 25% post-consumer waste.

NEWS AND NOTES

Solutions to Coastal Disasters Conference 2005
Scheduled for May 8 to 11, 2005, in Charleston, South Carolina, this conference is sponsored by the Coasts, Oceans, Ports, and Rivers Institute (COPRI) of the American Society of Civil Engineers (ASCE). The conference delves into the science and management of coastal erosion, hurricanes, coastal storms, seismic events, tsunamis, and more. Visit *www.asce.org/conferences/cd05/*.

Training Needs Assessment Instruction
The NOAA Coastal Services Center can bring this popular two-day workshop to your facility. The course can help you target audience needs, determine a focus and direction for education and training investments, and extend the reach and impact of environmental programming. Visit *www.csc.noaa.gov/training/* to learn more.

Coastal Zone 05 New Orleans
The 14th installment of this biennial conference series, to be held July 17 to 21, 2005, in New Orleans, focuses on balancing the issues and interests of land and sea. With over 1,000 participants expected from all over the world, Coastal Zone promises to provide valuable tools and new ideas to help address universal coastal management issues. Register early (by June 1) for the best rate. Visit *www.csc.noaa.gov/cz/*.

More Than 30 Years' Worth of Fishery Data—Accessible On-line
A new Internet mapping Web site based on more than 30 years' worth of fishery survey data is now available. The Southeast Geographic Fishery-Independent Survey and Historical (SEA-GEOFISH) database Web site provides access to data on species distribution, abundance, biomass, and spawning, plus GIS-based statistical analysis tools. Visit *http://ekman.csc.noaa.gov/seageofish/seageofish.htm*.

Transitions
Linda Feix recently left her post as education coordinator at Old Woman Creek National Estuarine Research Reserve in Huron, Ohio… **Paul Scholz**, of the NOAA Coastal Services Center, has taken on new responsibilities within NOAA. He is the manager for NOAA's Coasts, Estuaries, and Oceans efforts, as well as the lead for the organization's next generation of storm surge products... **Charles Jones** has been named manager for the North Carolina Coastal Zone Management Program.

NOAA Coastal Services Center
2234 South Hobson Avenue
Charleston, South Carolina 29405

PRST STD
POSTAGE & FEES PAID
NOAA COASTAL
SERVICES CENTER
PERMIT NO. G-19