2019 Program Evaluation: SMBNEP Standardized Performance Measures

March 2019

Prepared by the Santa Monica Bay National Estuary Program for submittal to the US Environmental Protection Agency

SMBNEP
SANTA MONICA BAY
NATIONAL ESTUARY PROGRAM

8334 Lincoln Blvd. #310, Los Angeles, CA 90045
(888) 301-2527
www.santamonicabay.org

NOTE: *The EPA expects that, in order to be a Fully Performing Program, all baseline expectations are met. Performance measures in the Good and Excellent levels are not required. They are benchmarks for what the Program can do to improve performance given the Program's priorities and organizational capacity.*

EXCELLENT	PERFORMANCE MEASURES (FINANCIAL MANAGEMENT)	EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS
✓	The Program researches, identifies, and tracks prospective donors and funding opportunities (applicable for non-profit organizations).	The Bay Foundation (TBF) staff conduct on-going research to find opportunities and keep track of a variety of funding research programs and opportunities that are maintained in several databases. TBF focuses on government, private, and foundation grant and contract opportunities. TBF's Board of Directors has a Fundraising Committee that supports the fundraising efforts of multiple programs towards implementing a diverse strategy for fundraising. Some of the opportunities that the TBF Board has led over recent years include fundraisers supported by local organizations such as the Smog City Brewery in Torrance, CA, and Greenbar Distillery in downtown Los Angeles (Attachment 36g). This group supported five individual small-scale fundraising events over the month of April 2017. Additionally, TBF hosts an annual fundraiser in October called "Coastal Connections" (Attachments 36b-e), bringing together stakeholders, partners, elected officials, and members of the Management Conference. This event is frequently held on the Santa Monica Pier. TBF has maintained a database of donors and participants in the Coastal Connections events and other fundraisers since 2013. TBF has considerably expanded fundraising efforts since the last Program Evaluation in response to the evaluation results and suggestions. Santa Monica Bay National Estuary Program (SMBNEP's) Management Conference groups meet 24 times a year to discuss and coordinate, among other items, ongoing funding opportunities. SMBNEP, SMBRC, and partners announce timely opportunities, notifications, requests for proposals, and other funding resources at these frequent meetings. Some of the additional opportunities that SMBNEP has explored in recent years include improvements and connections to other universities and research organizations, such as participating in Loyola Marymount University's Coastal Research Institute (2017), developing programs with agencies, and diversifying the areas of funding (whether federal, state, local, or private). Additional opportunities are explored by SMBRC staff through the Joint Powers Authority partnership with the Los Angeles County Flood Control District. Additional information and example fundraising materials can be found in Attachments 36a-h.
✓	Program staff, Management Conference members, and volunteers have received finance/fundraising training if appropriate.	TBF has many staff skilled and experienced at effective grant writing, with a high acceptance/award ratio. Each departmental program at TBF has multiple team members with grant writing experience, and some with extensive fundraising training. Additionally, TBF's management team fully supports and helps develop these skills within individual staff and reviews/edits grants when necessary. Additionally, TBF hires external expertise as needed for specific tasks (e.g., Coastal Connections coordination). When hiring staff, TBF competitively seeks higher level staff with experiences and skills related to fundraising or grant writing. Additionally, TBF provides professional development training and mentorship by director-level staff to those interested in learning grant

		writing skills, including staff and several implementation partners. Also, TBF's Board of Directors has been increasing their experience and commitment to fundraising over the last five years, which has generated more unrestricted funding for programs.
✓	The majority of the Program's outreach materials contain funding information (e.g., thanking donors, acknowledging project funding, including a membership form, etc.).	TBF's practice is to add funding information to outreach materials when appropriate, and more specifically via resource-saving electronic distributions and its website. TBF has also made its practice to acknowledge donors for their contributions (Attachments 36f). Donation or funder information in publications is a common practice of TBF, for example in publications such as TBF's Boaters Guide, technical reports, and on individual project webpages (e.g., Attachments 11a-g). TBF also runs regular campaigns to generate extra funds, via annual holiday letters or special ask campaigns through social media and those donors are tracked and thanked individually. TBF also has a professionally developed Case Statement for use with targeted donors. TBF sends individual acknowledgement letters to verify donations for tax purposes, as TBF is a 501 (c)3 non-profit entity and donations are tax deductible. TBF has also added "Donate" buttons to websites, social media, and e-newsletters. SMBNEP credits EPA and other funders on final products, annual reports, press releases, and other products. Due to SMBRC's Governing Board membership and other local factors, our Program is not membership-driven, but instead seeks public and private funding through grants and corporate giving rather than individual memberships. This practice also avoids competition with local nonprofits who depend on individual memberships and who are active partners contributing to Comprehensive Conservation and Management Plan (CCMP) implementation. Lastly, any funding recommended by SMBNEP's Management Committee (e.g., Proposition 84 funds), are acknowledged by the grant recipient in products or relevant outreach materials (e.g.,
GOOD	**PERFORMANCE MEASURES (FINANCIAL MANAGEMENT)**	**EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS**
✓	The Program has a current finance plan (approved by the Management Conference within the past six years) that includes estimated costs, funding sources, goals, responsibilities, and milestones.	The current strategic Finance Plan is undergoing a major revision as part of the on-going 2018-19 CCMP revision process and will replace the previous Bay Restoration Plan (BRP) implemented since 2013. A draft revised Finance Plan was initiated in 2018, and it is still in development. It will explicitly track Actions and Next Steps identified in the CCMP Action Plan approved by SMBNEP's Management Committee in October 2018. The Action Plan was a required first step of the process to accurately identify costs associated with specific Actions. This Finance Plan revision will continue through the beginning of 2019 and is expected to be completed by the start of FY20 (1 October 2019). This collaborative and stakeholder-driven process includes input from SMBNEP partner entities, members of the Management Conference, the public, and many other partners. The draft Finance Plan matrix includes columns for action, project activity or Next Step, implementation partners, lead entity, current or secured funding, additional 5-year needed funding, possible funding sources, time frames, total cost, and percent secured for each project activity or Next Step. It also contains categorizations for funds which have been applied for, opportunities identified, or those that are unknown, or which have too many variables to determine a cost estimate or source with high confidence. The prior BRP 2013 implemented over the last five years included specific goals, responsibilities, and milestones. Although it did not include estimated

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		costs, the highly descriptive milestones served as good guidance to target specific funding sources. Lastly, TBF has a high level of accountability associated with approved individual project-level work plans that contain detailed project-level budgets (e.g., California State Coastal Conservancy, SCC, Explore the Coast grant Work Plan for a three-year period, April 2016-April 2019). These budgets are synthesized at the task level and approved by the individual agency or grantor (e.g., SCC), and tracked through invoicing and reporting over time (e.g., Quarterly Reports). SMBRC has similar tracking methods in place for grants that staff oversee.
✓	The Program integrates finance planning into its annual workplan (i.e., an assessment of funding obtained in the previous year, current funding, and funding to be pursued in the coming year).	Each year, SMBNEP produces an Annual Work Plan for the following fiscal year that contains detailed budget information with regards to the implementation of the CCMP Action Plan (prior, to the 2013 BRP). SMBNEP's Annual Work Plans include both current funding information (for the upcoming fiscal year), and descriptions for planned tasks for the next fiscal year (Attachments 35a-g: Work Plans for FY13-18) to pursue new funding sources. SMBNEP's Annual Reports (Attachments 31a-f: Annual Reports 2013-2017) provide summaries of all funding obtained, allocated, and expended in the previous year. Financial tracking of leveraged resources (matching funding) is completed through annual NEPORT reports produced in September. Additional funding is pursued and prioritized in accordance with Annual Work Plans, the previous BRP, and now, the new CCMP Action Plan (2018). Strategic planning occurs in partnership with SMBNEP's Management Conference, including several public workshops, to develop annual workplans each year.
✓	The Program has a monthly revenue and expenditure tracking system.	TBF has a monthly revenue and expenditure tracking system in place, managed by TBF's Administrative Director and CPA Accountant. The electronic system is rigorously maintained through checks and balances, and it tracks and reconciles revenue, expenses, and budget versus actuals. TBF generates regular reports and as needed information for its Board of Directors, Executive Director, and upper level management staff. Examples of two types of financial tracking are through quickbooks (e.g., Attachment 4a) and cross-referenced with detailed excel files (e.g., Attachment 4b). TBF complies with all of its fiscal and financial obligations and reporting to the government, including the timely filing of its federal 990 form (Attachments 3a-e). With respect to financial audits, TBF has not had any audit findings, its audited financials are clean and have always been issued with an unqualified auditor opinion (Attachments 2a-f). Additionally, as recipient of federal funds above the requirement threshold for single audit reporting, TBF executes a A-133 single audit annually and has always received a clean report from auditors and submits it to the Federal Audit Clearinghouse accordingly (Attachments 2a-f).
✓	The Program has a case statement (a brief statement outlining accomplishments and results that could occur with additional resources).	TBF has a professionally developed Case Statement for use with targeted donors. Additionally, TBF frequently develops 1-2 page outreach materials for specific programs or projects to use in fundraising (e.g., Santa Monica Beach Restoration Pilot Project 2-page outreach proposal). TBF also frequently updates individual program and project webpages to outline accomplishments, results, and planned activities. Additional examples are found in TBF's development postcards highlighting six individual programs or projects, key accomplishment statistics, and the need for funding for that program or project (Attachment 36h). SMBNEP also produces an annual brief statement of "key accomplishments" that is included in the Annual Reports (Attachments 31a-f). This highlights major programs or projects in abbreviated paragraphs with 2-4

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		sentences for each project. This brief list of accomplishments and discussions of planned activities are also presented to TBF's Board of Directors to use in fundraising efforts and for their reference. SMBRC also coordinates with partner agencies to periodically monitor and update, if necessary, project lists developed for state-approved TMDL implementation plans, the Los Angeles regional Integrated Regional Water Management Plan (IRWMP) process (www.lawaterplan.org), watershed-specific stakeholder groups, and others.
FULLY PERFORMING	**PERFORMANCE MEASURES: Baseline Expectations (FINANCIAL MANAGEMENT)**	**EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS**
✓	The Program meets its non-federal match obligation and provides detail in the annual workplan submittal to the EPA about match funding sources and uses (e.g., workplan tasks).	SMBNEP has always met or exceeded its match obligation for federal funds. In fact, leveraged resources are frequently many times over the federal requirement. For example, more than $14,970,000 of non-federal match was summarized in the 2014 Annual Report (including SMBRC recommended State bond funds), or almost 25 times the federal 320 fund allocation. Similarly, in the 2016 Annual Report, as another example, the funding summary shows non-federal leverage over $15,356,000 (including SMBRC recommended State bond funds), which is over 25 times the federal 320 fund allocation. Including the federal grants competitively awarded to TBF, but excluding EPA 320 funds, ***SMBNEP leveraged funding has ranged from a 15:1 ratio up to a 58:1 ratio, or an average ratio of 29:1 across all five review years*** (see additional details in Work Plan Narrative Report). TBF obtains matching funding through non-federal grants and contracts as well as private or corporate donations (e.g., Coastal Connections). SMBNEP produces a summary of non-federal match in Annual Reporting documents and in annual NEPORT reports submitted to US EPA (Attachments 33a-l). Additionally, TBF documents all funding activities in detailed internal quarterly financial status reports. Tracking of State match is provided by the State Water Resources Control Board with support by SMBRC staff.
✓	The Program has a plan for diversifying and augmenting funding sources that is approved by the Management Conference and includes estimated costs, goals, responsibilities, and milestones.	SMBNEP continues to be successful in diversifying and augmenting funding sources by aggressively pursuing new grant funding, corporate and private donations, and new partnership development. TBF has been very successful in securing sources of funding during the review period, including funding from State Parks for the long-term (5+ year) monitoring of the Malibu Lagoon Restoration and Enhancement Project, multi-year funding for the Boater Education Program, federal funding from NOAA for Abalone Restoration, Palos Verdes MSRP funds for kelp restoration, Los Angeles World Airports funding for the LAX Dunes restoration project, funding from the Coastal Conservancy for several living shoreline projects and an Explore the Coast grant, ReThink Disposables funding to implement plastic alternatives for several restaurants, Wetland Recovery Project and NFWF funding for Ballona Wetlands Community-Based Restoration efforts, LADWP funds for water and energy conservation outreach, Metropolitan Water District funding for rain gardens and LID, and many more. All funding is tied directly to the implementation of the 2013 Bay Restoration Plan (Attachment 32a) and now the 2018 CCMP Action Plan (Attachments 32b-c) through targeting specific actions and/or next steps identified within the plan. See also answers above regarding financial planning and the ongoing drafting of the revised CCMP Financial Plan, which will be brought to the Governing Board for approval in 2019.

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✓	The Program has the partnerships and strategic alliances to identify and secure resources to implement its CCMP.	SMBNEP's Management Committee (SMBRC's Governing Board, GB) is a broad coalition of stakeholders including 27 voting and 9 non-voting members. The GB includes representatives from State and Federal agencies, local municipalities, elected officials, NGOs, water districts, multiple LA County departments, public members, representatives from the SMBRC's Watershed Advisory Council (WAC), and others. Over the years, SMBNEP has formed strong partnerships and strategic alliances with these stakeholders and beyond, and secured resources through commitment and contribution by these partners to implement the former BRP and current CCMP. TBF partners with agencies at federal, state, and local government levels as well as non-profit and private organizations, including NOAA, CA State Coastal Conservancy, USFWS, CDFW, State Parks, USGS, RCDSMM, SMMC, Friends of Ballona Wetlands, Surfrider, Heal the Bay, Cities of Los Angeles, Malibu, Santa Monica, and others, National Fish and Wildlife Foundation, SoCalGas, many other coastal municipalities, Los Angeles County, and numerous others. Staff supporting SMBNEP also participate on regional, state, and national committees that strategically support CCMP implementation. SMBNEP has a long history of applying for and successfully receiving funds from a diverse range of entities and continues to strengthen partnerships and relationships with funders. SMBNEP benefits from a wide range of public and private support, as many partners are committed to implementing the broad actions within the CCMP.
MINIMALLY PERFORMING	**PERFORMANCE MEASURES (FINANCIAL MANAGEMENT)**	**EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS**
N/A	The Program does not meet **all** of the performance measures in Fully Performing level.	N/A

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EXCELLENT	PERFORMANCE MEASURES (PROGRAM PLANNING and ADMINISTRATION)	EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS
✓	The Program encourages professional development opportunities for staff members.	Staff of both TBF and SMBRC are encouraged and supported to participate in workshops, seminars, training courses, and conferences as part of professional development (e.g., Attachments 40b, d). During annual performance reviews, staff self-identify their own needs and work with managers to seek further development opportunities. Opportunities are available to all staff from the director level down to part-time temporary field support. Additional opportunities include examples like publishing in scientific literature with colleagues (e.g., Attachments 17a-g), participating on local, regional, state, and national workgroups and committees, joining relevant academic or partnership boards, collaborative research (e.g., Attachments 37a-b), and many others. Examples of cross-collaboration for professional development also happen at the annual NEP Tech Transfer meetings and other national conferences such as the Restore America's Estuaries Summit and the Coastal and Estuarine Research Federation biennial conference. Local conferences such as the Southern California Academy of Sciences annual meeting are often attended by many TBF staff, their partners, and their internship students, with active participation in the form of presentations, posters, field tours, and networking events. Both TBF's watershed team and marine team have been part of multiple scientific literature publications during this evaluation period (links to final manuscript abstracts available on TBF's website; Attachments 17a-g). Staff of both TBF and SMBRC frequently participate in and lead online webinars, collaborative presentations at meetings, and actively pursue other professional development opportunities (e.g., Attachments 30i).
✓	The Program is a leader in the transfer of lessons learned in watershed management.	Many of the specific examples above are relevant to the leadership of SMBNEP staff to facilitate lessons in watershed management and science to others. SMBNEP staff have given many presentations of lessons learned at conferences, symposiums, etc. Staff are often invited speakers for everything from university guest lectures, to scientific panels, to public meetings, and many others. SMBNEP is also recognized locally as a leader in transferring lessons learned and new information through organizing and/or sponsoring workshops, symposiums, etc. One example is TBF's assistance in planning and hosting the Southern California Academy of Science conference in 2016, the Restore America's Estuaries summit in 2018, and others. Another key example is the NEP's State of the Bay Conference, held in conjunction with the release of the State of the Bay Report (most recently in 2015) (Attachments 37a, b). The intention of this conference and many others is the effective dissemination of science, adaptive management, and effective implementation strategies to partners, scientists, and members of the public. Additionally, TBF produces Technical Reports (many of which are peer reviewed) for most of its key projects, and those reports and information are frequently made publicly available through TBF's Technical Report

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		webpage. The individual Technical Reports often include mentions of challenges, lessons learned, and adaptive management strategies (e.g., Attachments 8a, b; 30e, f; many others). Summaries or updates of these projects are also put together in two semi-annual reports every year for USEPA and made publicly available.
GOOD	**PERFORMANCE MEASURES (PROGRAM PLANNING and ADMINISTRATION)**	**EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS**
✓	The Program has a Management Conference that: ○ has a written vision statement and/or mission and goals; ○ is fully engaged in developing and implementing the workplan; ○ assists in building active partnerships; ○ ensures broad stakeholder representation in priority setting and Program oversight; ○ provides a clear and transparent decision-making process that includes the public (e.g., operating procedures, agreements and/or bylaws for committees, etc.); and ○ has a mechanism for identifying existing and emerging issues.	SMBNEP's Management Conference is currently undergoing an extensive public review process to evaluate the effectiveness of its structure and governance. Several public surveys have been conducted along with multiple workshops held for Management Conference entities and individual conversations with many partners. For the purposes of this Program Evaluation, the current structure (2013-2018) will be discussed. As the evaluation process is ongoing, summaries of additional information may be available in the future during this PE. SMBNEP's Management Conference currently consists of the SMBRC Governing Board (GB, or Management Committee), the Executive Committee (EC, or a variation of the Policy Committee), the Watershed Advisory Council (WAC, a variation of the Citizen Advisory Committee), and the Technical Advisory Committee (TAC, our Scientific and Technical Advisory Committee). These entities perform all the listed activities, as shown by the linked MOU and MOA (amended 2017) that clearly establishes the mission, representation, and decision-making process for the entities. Altogether, more than 80 people and organizations representing all levels of governments and diverse stakeholder groups participate in the Management Conference. The Management Conference was guided by the stakeholder-driven Bay Restoration Plan (BRP 2013) and is now guided by the Comprehensive Conservation and Management Plan (CCMP) Action Plan (2018). Both public documents reflect a broad consensus from a diverse community of stakeholders on the priorities and actions of SMBNEP. The 2013 BRP contained 14 Goals, which were then evaluated by the Management Conference and re-drafted by the TAC into the 7 Goals contained in the new CCMP Action Plan. The three overarching priorities for SMBNEP, i.e., enhancing natural resources, improving water quality, and protecting the Bay's benefits and values for people, remain consistent across both documents, with the new addition of studying, responding to, and mitigating the impacts of climate change, identified by the Management Conference through public workshops in 2017 to be an additional high priority focus area of SMBNEP. TBF's mission, as stated clearly on its website in the "About Us" section, and in many policy documents, is: "… to restore and enhance Santa Monica Bay through actions and partnerships that improve water quality, conserve and rehabilitate natural resources, and protect the Bay's benefits and values." Workplans are developed annually through a public and iterative process, with active engagement of the Governing Board, EC, and the WAC, informed by the TAC, and are adopted by SMBRC's Governing Board. Drafts are released for Management Conference and public input, and summaries of input and responses are also made public, as is a redline version and final 'clean' version of the workplan which is submitted annually to USEPA by June 1 of each year. Workplans build directly off of SMBNEP's CCMP (or previous BRP), and are prioritized based upon broad-scale input from a diverse array of agencies, elected officials, NGOs, universities,

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		and members of the public. This input, both at the annual workplan level as well as directly into the CCMP revision process (2017-2019), ensures broad stakeholder participation and direction into SMBNEP's priorities and specific tasks. Both TBF and SMBRC maintain multiple electronic listservs as well, including email addresses from any individual who wishes to participate in the NEP. As a state entity, SMBRC holds public meetings scheduled for the entire calendar year and posts meeting agendas, staff reports, minutes, and other relevant materials for each meeting on SMBRC's website (https://www.smbrc.ca.gov/). All materials are available for free public download or upon request for transparency. Notices are distributed to broad listservs that interested stakeholders and members of the public can freely join. Agendas and staff reports are distributed electronically prior to the meetings, and the EC, TAC, and WAC all hold seats on the GB, as do other representatives of the public such as elected officials, NGOs, and additional user groups. Representation of SMBRC's Governing Board is very broad, including key stakeholders in the watershed and representing an extremely diverse set of interests and experiences. The GB maintains its own membership, as well as annually electing the Chair and six vice chairs who serve on the Executive Committee. All public meetings (i.e., EC, GB, WAC, and TAC) allow for a public comment period both at the beginning of the meeting and as part of each primary agenda item. This allows for a direct engagement of the public and the various entities that make up the SMBNEP's Management Conference, and frequently makes pressing issues known to a broad and diverse set of stakeholders during the meetings. Emerging issues are identified as part of the public process identified above, raised by Management Conference members, brought to staff directly, or identified as part of the EPA reporting process. Issues raised by GB members are often directly pursued and addressed by NEP staff. For example, one notable pressing issue, addressing climate change impacts, was identified repeatedly throughout the CCMP revision process as a vital priority of each of the Management Conference entities (i.e., GB, EC, WAC, and TAC). This issue was subsequently incorporated throughout the CCMP Action Plan (Attachments 32b, c), as well as specific mitigation actions such as implementing living shorelines for those climate change impacts most pressing to our region such as sea level rise. Additionally, both the previous BRP and the current CCMP Action Plan have priority actions for emerging issues such as contaminants of concern. Another example of an issue raised by the public at a Governing Board meeting several years ago and subsequently prioritized by staff is the reduction of single use plastic in our watershed and state. TBF staff began coordinating with groups such as Surfrider and local municipalities to support efforts to use science-based information to inform plastic reduction policies. Additionally, TBF through its partnership with LMU's Coastal Research Institute (CRI) began to identify and fill data gaps in our local knowledge of microplastics along our shorelines. These issues are also priority actions in the new CCMP Action Plan.

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✓	The Program is seen as a leader in watershed management.	SMBNEP continues to be a recognized leader in watershed management in the region. SMBRC's current Chief Administrative Director has been an elected member of the Leadership Committee of the Los Angeles IRWMP, to guide watershed management for the entire region. SMBRC has collaborated with the State Coastal Conservancy and others to identify strategic project locations for storm water BMPs and finance these projects with State bond funding to help implement TMDLs. SMBRC staff also sits on State Panels helping evaluate and fund urban greening projects. TBF has worked with local communities to create and implement innovative LID retrofit programs to help meet MS4 requirements in the densely built urban environment of our region. Additionally, TBF implements many active restoration projects to improve the health of habitats in our watershed and Bay region. SMBNEP's partners in the Management Conference also contribute significantly to understanding and improving watershed management for our region. See also detailed answers above in the "Excellent" category.
FULLY PERFORMING	**PERFORMANCE MEASURES:** ***Baseline Expectations*** **(PROGRAM PLANNING and ADMINISTRATION)**	**EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS**
✓	The Program has a Management Conference that: ○ is fully staffed; ○ provides Program direction; ○ oversees development and approves annual budget and workplan; ○ ensures sufficient Program resources; ○ sets a framework for bringing together diverse interests in a collaborative fashion (e.g., develop synergy among various organizations); ○ ensures communication between Program committees; ○ ensures Program	SMBNEP's Management Conference performs all the listed functions and responsibilities effectively. NEP staff support GB, EC, WAC, and TAC meetings by posting announcements with agendas, staff reports, and attachments and ensuring a quorum at the meeting, as well as facilitating presentations and other procedures at the meeting. As previously stated, the Management Conference represents a full and diverse set of regional stakeholders and is led by a Chair and six Vice Chairs (who comprise the Executive Committee). GB members review the financial impacts of Board decisions and work together to direct appropriate funding to SMBNEP programs and projects. The Management Conference in the form of all supporting entities provide SMBNEP direction in a number of ways. Several examples include the GB recommending State bond funding, the TAC providing specific direction on monitoring requirements for State bond funding, and all entities contributing to the development of the CCMP revision process (2017-2019) and annual workplans. The GB is designed to foster consensus among diverse interests and encourage collaborations (e.g., by having a membership comprised by agencies, NGOs, elected officials, municipalities, and others). The process by which the GB updated and adopted the CCMP in 2018 is a good example of how consensus is built into the GB's decision-making. The GB requests updates from TBF and SMBRC staff at every GB meeting to ensure progress is made in accordance with the GB adopted annual work plan and the CCMP (previously BRP) along with specific tasks or questions posed by Management Conference members. Program directions, workplans, budgets, and amendments are publicly discussed. The Chair of the TAC has seat on the GB and reports on their activities at every GB meeting. The TAC provides technical review and recommendations to the GB for science-based input to their decision-making. Additionally, WAC members frequently communicate about issues in public comment form or directly to GB members at meetings, via emails, or via phone calls. The EC develops the agendas for the GB meetings in alternate months to ensure synergy among organizations, a prioritization of key stakeholder

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	actions are based on both stakeholder priorities and good science; ○ communicates about and supports the Program; and ○ has a process for reevaluating its priorities.	issues or timely actions, and ensures cross-communication. An e-newsletter (Baywire) is published periodically to update the entire community of SMBNEP proceedings and to provide contact info for follow up (e.g., Attachments 10a-u). Additionally, both TBF (https://www.santamonicabay.org/) and SMBRC (https://www.smbrc.ca.gov/) websites are actively maintained to provide the most up-to-date and public information available on activities, programs, and priorities. Electronic listservs provide another avenue for timely dissemination of information and actions. SMBNEP periodically (approximately every three to five years) reevaluates its priorities through the CCMP revision or updating process. The latest revision of the CCMP Action Plan was completed in October 2018 which re-evaluated the over-arching program priorities (see additional details in multiple answers above). Evaluation of work plan priorities is done on an annual basis and is accomplished through input from all Management Conference entities as well as interested members of the public. For additional information on CCMP revision, see the NEP partner websites and additional information in questions throughout this document. See also detailed answers above in the "Good" category.
✓	The Program staff coordinates and supports Management Conference responsibilities.	SMBRC's Chief Administrative Director and TBF staff coordinate and support all activities and meetings of the Governing Board, EC, WAC, and TAC. Staff produce agendas and staff reports for meetings with input from the EC, coordinate attendance, give presentations when requested, and many other tasks. GB, EC, WAC, and TAC meetings all have an individual Chair responsible for facilitating each meeting and are supported by NEP staff.
✓	The Program has human resources principles in place (e.g., staff members have position descriptions and periodic performance reviews).	SMBRC and TBF have position descriptions for all staff. TBF has an employee handbook and a Policies and Procedures manual that are made available to all staff in hard copy and on line and are updated periodically with input from the management team, the Executive Director, and TBF's Board of Directors. The Executive Director and management team of TBF and the Chief Administrative Director of SMBRC conduct staff performance reviews annually. TBF and SMBRC both have extensive human resource principles in place and an HR contact for any issues that need resolving.
✓	The Program office has autonomy with regard to the host entity (e.g., sets and follows its own priorities, exhibits visibility in the watershed, etc.).	TBF is the host entity for SMBNEP, with offices located within the SMBNEP watershed and located at Loyola Marymount University. TBF manages the day to day activities of SMBNEP and has visibility to the community. As described above, TBF engages the public and stakeholders through numerous aspects of the operations defined by the CCMP and annual work plans. TBF is a 501 (c)(3) organization operated by an Executive Director who is overseen by TBF's Board of Directors. Furthermore, TBF carries out many of necessary tasks to implement, lead, support, or facilitate the annual work plans of SMBNEP, as approved by SMBNEP's Management Committee. The diversity of the Management Conference itself provides autonomy to SMBNEP as no single entity or interest group controls the direction and guidance of its publicly held decision-making processes. SMBNEP is greatly benefited by a partnership between TBF and the State of California that has enabled this private-public partnership to achieve many goals of the BRP (CCMP). SMBRC is based out of the Los Angeles Regional Water Quality Control board (LARWQCB) office in downtown Los Angeles. SMBRC is a non-regulatory, independent state entity and has autonomy from the LARWQCB to

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		implement the mission of SMBNEP and its BRP (CCMP), with direction from the Governing Board. SMBRC staff are state employees housed at the LARWQCB. SMBRC makes recommendations for funding to be distributed through several different state Propositions through a competitively-awarded grant process with open and publicly noticed Request for Proposals (RFPs; e.g., Attachments 29j-l).
MINIMALLY PERFORMING	**PERFORMANCE MEASURES (PROGRAM PLANNING and ADMINISTRATION)**	**EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS**
N/A	The Program does not meet **all** of the performance measures in the *Fully Performing* level.	N/A

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NOTE: *The EPA expects that, in order to be a Fully Performing Program, all baseline expectations are met. Performance measures in the Good and Excellent levels are not required. They are benchmarks for what the Program can do to improve performance given the Program's priorities and organizational capacity.*

EXCELLENT	PERFORMANCE MEASURES (OUTREACH and PUBLIC INVOLVEMENT)	EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS
✓	The Program supports citizen recommendations by implementing/supporting priority projects via the annual workplan.	SMBRC and TBF obtain recommendations through the Citizen Advisory Committee, known as the Watershed Advisory Council (WAC), and incorporate recommendations as feasible into annual workplans (Attachments 35a-g). The WAC meets at least annually to provide input on workplan priorities and tasks for the following fiscal year. Recent improvements to this process in the PE review period include forming comment / response tables and making them publicly available so individuals can understand where and how their input was received and incorporated. As an example, Surfrider Foundation provided input on the single-use disposable actions in the CCMP and those recommendations were incorporated into implementing those actions. Additional examples include increasing interest in implementing community-based restoration activities of TBF's watershed team, as well as input from other NGOs and their priorities such as a focus on climate change impact mitigation. Additionally, SMBRC has public representatives on its Governing Board who have direct input on workplans and priorities both through the GB and via their participation on the WAC. SMBRC also provides opportunities for public input at TAC and WAC meetings and public comments at each bi-monthly GB and EC meeting. Public input is incorporated into the workplan when appropriate and was also a significant part of the development of the new CCMP Action Plan (2018).
✓	The Program has a media/marketing campaign underway, such as a social marketing campaign, with a specific behavior change message related to a CCMP priority issue(s).	TBF has several on-going outreach projects that apply social marketing principles to achieve behavior change, including the Boater Education Program (Attachments 11a-o), Clean Bay Certification Program (Attachments 12a-g), Table to Farm composting project (Attachments 41a-c), water and energy conservation education projects (Attachments 19-20), and general volunteer restoration event programs (Attachments 21b-c). One example of a successful campaign for water and energy conservation (tied to BRP 2013, Goal 14) was funded by a Community Partnership Outreach Grants Program grant in 2014-15 by the Los Angeles Department of Water and Power (Attachments 19a-l). As part of this program, TBF conducted a varied and innovative strategy to encourage the public to implement water and energy conservation practices, while educating a diverse community of stakeholders. Strategies included producing and distributing three Public Service Announcements (Attachments 19j-l), disseminating conservation information and devices at 10 outreach events and eight workshops, posting and distributing electronic materials on social media and through newsletters, and through the completion and assessment of 185 surveys. Over 6.5 million people were reached as part of this program, with over 600 thousand actively engaged in some manner (9.4% engagement rate). Attachment 19a is a copy of the final report produced for this grant. A subsequent effort to engage schools in water and energy conservation led to the development of educational materials, infographics, and story maps (Attachments 20a-e).

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		Additionally, TBF has an active online campaign underway to engage the public in community restoration events and activities. TBF plans and hosts a minimum of four events monthly that engage the public in everything from wetland and dune restorations to boating activities and trainings. Participants can register for events through TBF's event webpage: https://www.santamonicabay.org/events/. Participants in these activities range from schools (e.g., Marymount High School, Torrance High School, Rise Kohyang Middle School, Montessori Academy, Lincoln Middle School, Franklin Elementary, Crossroads School, Immaculate Heart, Kentwood School, and many others), colleges and universities (e.g., Santa Monica College, LMU, UCLA, CSUN, etc.), corporations (e.g., AT&T, Patagonia, Moss Adams LLP, etc.), other organizations (e.g., California Native Plant Society, Los Angeles Audubon, Los Angeles World Airports, Girl and Boy Scouts of America, Girls and Boys Clubs, etc.) and many others (see also statistics in Attachments 21b, c). Behavior change such as reducing the impact of invasive species is a prevalent theme throughout the restoration events and other educational opportunities.
✓	The Program has a brand/image and related graphics, tag lines, etc. that effectively promote and create widespread recognition of the Program.	The program does have a brand/image style guide. The style guide went through a revision process in 2016 and includes logos for TBF and SMBNEP, colors, fonts, a report template, letterhead, and signature lines, among other recommendations. SMBRC also has brand materials including a logo and letterhead. Several projects also have specific styles which are within the program's brand/image. For example, TBF's Boater Education Program uses developed graphics and language ('clean boating') across multiple platforms including publications, videos, web content, etc. (Attachments 11a-o). Additional efforts are made to incorporate branding via TBF or SMBNEP's logo through presentations, reporting materials, and online materials. TBF has made considerable efforts since 2013 to increase widespread recognition of the Program.
✓	The Program has socio-economic indicators to monitor and report on the impact of outreach and public involvement activities.	TBF tracks reach through online indicators such as numbers of individuals on various listservs, website link 'clicks', social media 'likes', and other factors (see summary statistics in SMBNEP's semi-annual reports, Attachments 14a-j). Several of TBF's projects also have much more extensive indicators to track reach and impact, including LAX Dunes Restoration and the Boater Education Program, with plans to include additional metrics in future event participant tracking. TBF's Coastal Dunes Community Stewardship Project, in partnership with the California State Coastal Conservancy, Los Angeles World Airports, and Friends of the LAX Dunes, monitors and reports impact of restoration events through demographic data, recruitment of students, and recruitment of volunteers from inland and underserved communities. The chosen indicator for this program is a voluntary inclusion of zip code on sign in materials for the events. TBF used GIS to track these demographics across two years and found that over 80% of all participants traveled more than five miles to reach the coast from a total of 161 zip codes. Additionally, TBF reached 30 Disadvantaged Communities (DAC) and 39 Severely Disadvantaged Communities SDAC). More than half of all students that participated in restoration events came from SDAC areas. In total, over 75% of all students that participated in restoration events came from a DAC or SDAC area (Attachment 21c).

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		The Boater Education Program compiles and reports on outreach efforts through number of boaters reached and engaged through various methods including events, newsletters, program participation, and presentations. In collaboration with state-wide partner agencies the Boater Education Program directly educates over 8,000 boaters a year through use of our Boater Kits and Dockwalker program, distributes three newsletters a year to 16,000 subscribers, and has 5,000 downloads of our Pumpout Nav app. Additional data such as use statistics from individual pumpout locations are also tracked.
✓	Efforts exist to achieve and document behavior change.	The Boater Education Program, restaurant certification program, and Table to Farm project are designed to change behavior. Data are collected on the knowledge and behavior of recreational boaters in an effort to document behavior change over time. For example, through the annual Honey Pot Day program, boaters are anonymously asked how many times in the past year they have discharged sewage illegally, these results will show any behavior change over the years. The Table to Farm project works with restaurateurs to change operational behavior and reduce the amount of organic material sent to landfills. This is measured in pounds of food waste diverted from landfills and composted at local community compost hubs. The restaurant certification program encourages best management practices for restaurateurs and behavior change is documented by the increase in number of certified restaurants over the years. See also detailed answers above regarding campaigns to document behavior change for water and energy conservation and public engagement in restoration activities.
GOOD	**PERFORMANCE MEASURES (OUTREACH and PUBLIC INVOLVEMENT)**	**EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS**
✓	The Program has an active CAC or analogous structure that proposes workplan projects and is represented during Management Conference or executive committee meetings.	SMBNEP's CAC is known as the Watershed Advisory Council (WAC), which meets annually, at a minimum, specifically to provide feedback on the annual workplan development. The WAC provides general or specific suggestions on tasks, activities, and priorities to be incorporated in SMBNEP's workplan. For example, a WAC member suggested the workplan incorporate and prioritize actions from each CCMP Action Category for a balanced workplan, which was incorporated. Similarly, during this PE period, WAC members have recommended specific activities that were included in workplans such as beach restoration projects, community restoration events at the Ballona Wetlands Ecological Reserve, dunes restoration projects, climate mitigation projects, water quality improvement projects, community engagement projects, and water availability improvement projects. WAC members are well represented on the Governing Board, as seven GB seats are elected from WAC members. WAC members also participated in and provided significant input to the development of SMBNEP's CCMP Action Plan. Additionally, at GB or Executive Committee meetings, public comment periods provide an opportunity for WAC representatives to provide feedback and comments on program related matters. Additional details on the WAC can be found on the SMBRC's website (WAC page).

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✓	The Program, through the communication plan, actively conducts outreach through such things as signage, radio/TV spots, special events, public presentations, topic-specific workshops, etc.	Active outreach occurs through an array of resources. Banners and printed materials are displayed as part of events including Honey Pot Day, Coastal Cleanup Day, Dockwalker trainings, restoration events, and others. Additionally, permanent signage is planned for several restoration projects in the upcoming several years that is included in project-specific communication and implementation plans (e.g., Santa Monica Beach Restoration Pilot Project (Attachment 30g), Malibu Living Shoreline Project, Los Angeles Living Shoreline Project). Signage is for outreach purposes as well as meeting permitting requirements for specific projects. For the purpose of community outreach, a minimum of 40 special events were attended, over 25 public or scientific presentations were made, and five workshops were hosted annually during the PE period. Outreach topics include recreational boating best management practices, restaurant pollution prevention, restoration monitoring and assessment, scientific research, and others. Projects are also opportunistically promoted and discussed through press releases and media inquiries. Over the evaluation years for this PE, SMBNEP or one of its implementation partners (i.e., TBF or SMBRC) was mentioned in over 400 media articles (i.e., 47 in half of 2013, 127 in 2014, 94 in 2015, 87 in 2016, 39 in 2017, and 13 in half of 2018; Attachments 27a-f), in addition to numerous newsletters and cross-partner outreach efforts. A comprehensive list of news media is also available online: https://www.santamonicabay.org/about-us/media-center/in-the-news/. Additionally, over 60 press releases were drafted and circulated to media outlets during this evaluation time period (i.e., 9 in half of 2013, 16 in 2014, 13 in 2015, 11 in 2016, 9 in 2017, and 4 in half of 2018) (Attachments 28a-f). In addition, outreach is conducted through use of the Baywire newsletter (Attachments 10a-u), Annual Reports (Attachments 31a-f), and many other project-specific opportunities are further explored. For example, as part of the LADWP water conservation grant, local television stations played the Public Service Announcements (PSAs) developed by TBF and our partners and reached an estimated 170,000 individuals (based on viewership numbers provided by the stations). Additionally, the total YouTube views for the PSAs were tracked, with almost 20,000 views for all three PSAs combined (Attachments 19a, 19j-l). TBF's YouTube channel highlights project efforts, PSAs, and other educational materials for the public.
✓	The Program supports efforts to develop and implement such things as environmental education curricula, teacher training, ecotourism programs, small grant programs, estuary celebrations, and/or citizen recognition programs.	The Program oversees or supports an array of education programs and projects which include, but are not limited to: Boater Education Program, annual Coastal Cleanup Day events, restaurant certification program, "I Heart Estuaries" social media campaigns, and environmental education curriculum supported at Environmental Charter Middle Schools in Inglewood and Gardena through implementation of the Table to Farm composting project. TBF, as part of LMU's Coastal Research Institute (CRI), also actively participates in developing environmental education curricula, including for the Environmental Science undergraduate and graduate programs and in support of other Seaver College of Science and Engineering departments. Additionally, educational materials have been developed to support water and energy conservation in middle school classrooms, are publicly available for download on TBF's website, and were actively presented to 13 middle school classrooms across three schools (Attachments 20a-e). Ecotourism is promoted through coastal restoration projects via community restoration events, interpretive signage, and project webpages. SMBNEP also actively promotes relevant opportunities posted by sister NEP's across the country.

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✓	The Program shares innovations and lessons learned at regional and national meetings (e.g., Estuarine Research Federation (ERF) biennial meeting, The Coastal Society (TCS) biennial meeting, Coastal Zone (CZ) biennial meeting, NEP national meeting, etc.).	Innovations and lessons learned are shared at regional and national meetings and conferences. A selection of those attended during the PE time period where NEP staff shared innovations and lessons learned, include: • ANEP Annual Meeting • ANEP Tech Transfer Meetings • California Clean Boating Network • California Estuarine Research Society • California Invasive Plant Council • California Native Plant Society • California Stormwater Quality Association • California Water Quality Monitoring Council and many working groups such as the California Wetland Monitoring Workgroup and the California Beach Water Quality Workgroup • CalRecycle Used Oil/ Household Hazardous Waste • Coastal and Estuarine Research Federation • Coastlines and People (National Science Foundation) • ESRI Ocean GIS Forum • Living Shorelines workshops and conferences throughout California • MARINe Rocky Intertidal Conference • MPA Technology Workshop • NEP national meetings • Restore America's Estuaries Summit • Society for Conservation GIS • Southern California Academy of Sciences Annual Meeting • State Organizations for Boating Access • Strengthening Coasts for a Resilient Future • Western Society of Naturalists
✓	The Program reports annually programmatic results to the public and stakeholders (via the Program's website, public database, hard copies, and/or other media) as specified in the NEP Funding Guidance and describes progress linked towards annual workplan goals and milestones.	Program results are communicated publicly at SMBRC bimonthly Governing Board meetings and through reports posted online and press releases. Reports include, but are not limited to: annual reports, semi-annual reports, Kelp Restoration annual reports, Aerial Monitoring of Ocean Vessels reports, Abalone reports, Ballona Wetland Community Restoration reports, Ballona Wetland Ecological Reserve Monitoring Reports, Malibu Lagoon Comprehensive Monitoring reports (annually), Coastal Dune Community Stewardship project reports, Santa Monica Beach Restoration Pilot Project reports, and annual Pumpout Reports. Progress linked towards the annual workplan goals and milestones as well as the CCMP are clearly reported in the annual reports and semi-annual reports. A specific section within annual reports is dedicated to "key accomplishments" which concisely conveys key programmatic results for that time period. Additionally, annual workplan goals are commonly referred to when developing project proposals and seeking funding support through various grant programs.

FULLY PERFORMING	PERFORMANCE MEASURES: Baseline Expectations (OUTREACH and PUBLIC INVOLVEMENT)	EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS
✓	Citizens are involved in Program decision-making and implementation (e.g., Citizens Advisory Committee (CAC) or analogous structure, system for public input, open meetings, public notice of meetings and events, and/or opportunities for reviewing and prioritizing outreach and public involvement projects, etc.).	The WAC meets at a minimum frequency of annually as a group with SMBNEP staff to gather input on the workplan projects. During this PE review period, the WAC met an additional two times in 2017 and one additional meeting was held in 2018 to provide feedback on workplans and the development of priorities and actions within the new CCMP Action Plan (2018). All GB, EC, WAC, and TAC meetings are open to the public with at least 10-day public notice. Time is allocated for public comments at the beginning of each meeting as well as time associated with specific agenda items. The WAC frequently provides recommendations for priorities or statements of actions as part of public meetings, and these recommendations are evaluated in the context of feasibility and within the scope of the CCMP, GB input, staff time, and other constraints. In addition to public meetings, individual members or groups within each Management Conference entity are partners on and provide specific input on implementation for projects or programs. For example, State Parks (a member of the GB), also actively participates and reviews adaptive management decision making at Malibu Lagoon and as part of several beach restoration projects (e.g., Santa Monica Beach Restoration Pilot Project). See also detailed answers in the "Good" and "Excellent" categories above.
✓	The Program has a multi-year, strategic communication plan that includes needs, target audience(s), objectives, project descriptions, deliverables, and deadlines.	SMBNEP's multi-year, strategic communication plan is incorporated into the newly revised CCMP Action Plan. The EPA funding guidance requests education and public involvement strategies be incorporated into Action Plans. The 2018 Action Plan contains a subset of priority actions specifically categorized as "Stakeholder Education and Engagement" and there are many next steps associated with community engagement. Examples of Actions in this category include, Action #26, Conduct invasive species research and outreach; #27, Conduct boater outreach to improve BMPs; #28, Support disadvantaged communities; #29, Reduce health risks to people; #30, Engage community in water conservation and reuse; #31, Engage businesses in water quality improvements; and #32, Reduce marine debris. Each of these priority actions contains next steps, collaborating partners, lead entity(ies), summary narratives, long-term environmental results, performance measures, and a proposed timeline (Attachments 32b, c). Prior to the CCMP, the 2013 BRP also contained objectives and milestones specific to community engagement and communications. Additionally, SMBNEP provides information on detailed communications efforts at the project or program level as part of its semi-annual reports. Individual projects led by TBF or other partners also have strategic communication and outreach efforts associated with them such as objectives, permitting requirements, and / or interpretive signage.

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✓	The Program has multi-media communication tools (e.g., newsletters, annual reports, fact sheets, website, listserves, and/or videos/CDs, etc.) that are updated as needed.	Multi-media communication tools include: BayWire newsletters, Annual Reports, Boat Marine Sanitation Device and Y-valve video (Attachment 11o), Pumpout Nav app, Southern California Boater's Guide, Changing Tide newsletters (Attachment 11a), When Nature Calls (Attachment 11n), annual tide charts, Table to Farm composting program signage, water conservation infographics and videos (Attachments 19-20), and Clean Bay Certified information postcard. SMBRC and TBF websites serve as the main window on information for Bay restoration activities and the primary portal for several project specific materials. In addition to these efforts, TBF is active on several social media accounts including Facebook, Twitter, Instagram, and YouTube. Additional multi-media resources are available on TBF's website through the following link: https://www.santamonicabay.org/explore/library/multimedia-resources/.
✓	The Program reports programmatic results to the public and stakeholders (via the Program's website, public database, hard copies, and/or other media) as specified in the NEP Funding Guidance.	Program results are communicated to the public and stakeholders in a variety of ways. In person updates are given at SMBRC bimonthly Governing Board meetings, EC meetings, TAC meetings, and WAC meetings. Programmatic results and updates are also distributed through reports posted online and press releases. Reports include, but are not limited to: annual reports, semi-annual reports, Kelp Restoration annual reports, Aerial Monitoring of Ocean Vessels reports, Abalone reports, Ballona Wetland Community Restoration reports, Ballona Wetland Ecological Reserve Monitoring Reports, Malibu Lagoon Comprehensive Monitoring reports (annually), Coastal Dune Community Stewardship project reports, Santa Monica Beach Restoration Pilot Project reports (annually), and annual Pumpout Reports. Additional technical reports are available for free download on TBF's website through this link: https://www.santamonicabay.org/explore/library/reports/. Results are also available through TBF's scientific publications, with individual links to download each paper: https://www.santamonicabay.org/explore/library/research-publications/. See additional links above.
MINIMALLY PERFORMING	**PERFORMANCE MEASURES (OUTREACH and PUBLIC INVOLVEMENT)**	**EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS**
N/A	The Program does not meet **all** of the performance measures in the Fully Performing level.	N/A

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Core Element: Ecosystem Status and Trends
Sub-element: **Research***

NOTE: *The EPA expects that, in order to be a Fully Performing Program, all baseline expectations are met. Performance measures in the Good and Excellent levels are not required. They are benchmarks for what the Program can do to improve performance given the Program's priorities and organizational capacity.*

The Program has the option to report a "not applicable" for the **Research sub-element. However, if not applicable, the Program must include justification that either (1) research is not a priority for the Management Conference, or (2) lack of resources does not allow the Program to conduct or support research efforts.*

EXCELLENT	PERFORMANCE MEASURES (RESEARCH)	EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS
✓	Research is used to change policy.	SMBNEP conducted and partnered on many research projects designed to impact policy during this time period. The first specific example is when research conducted at the Santa Monica Beach Restoration Pilot Project was used to inform the City of Santa Monica's update to their Local Coastal Plan (LCP) as a potential form of resiliency to climate change stressors such as wave erosion and sea level rise. Additionally, TBF participated in several public panels to inform living shorelines as an adaptive management approach to combat sea level rise through research conducted on TBF's beach restoration projects. Another good example is the extensive baseline survey data at the Ballona Wetlands Ecological Reserve (Attachments 9a-f), including detailed geospatial analyses, which were used to inform the Draft Environmental Impact Statement and Report (Attachment 9g), written by the lead agencies. TBF's research is frequently used to inform adaptive management strategies for projects or programs such as the kelp forest restoration project; repeated monitoring and research assessments, in partnership with university colleagues, allows for a thorough assessment of ecological conditions and responses. Additional work is conducted through TBF's partnership with Loyola Marymount University's Seaver College of Science and Engineering, LMU's Coastal Research Institute (CRI) (Attachments 14a-i). Beginning in 2017, CRI conducts many research projects in support of SMBNEP's CCMP and implementation priorities, including filling important data gaps in SMBNEP's Comprehensive Monitoring Program (CMP) and in the CCMP Action Plan. Lastly, the CCMP Action Plan itself has identified research priorities as a subset of the actions, and many are tied directly to policy change.
✓	The Program shares its science and technology research and findings at regional and national meetings (e.g., Estuarine Research Federation (ERF) biennial meeting, The Coastal Society (TCS) biennial meeting, Coastal Zone (CZ) biennial meeting, NEP national meeting, etc.).	During the review period, TBF and SMBRC staff, their partners, and research colleagues have made many presentations at many regional, national, and international events, scientific conferences, and venues including Restore America's Estuaries Summits, Coastal and Estuarine Research Federation meetings, annual Southern California Academy of Sciences meetings, annual Western Society of Naturalists conferences, annual NEP meetings, and many more. In addition to competitively applying and being accepted as presenters at national conferences, TBF staff are frequently invited speakers for presentations, panels, and field tour leaders for these meetings. TBF staff are also frequently asked to help develop session materials and conference priorities. One of TBF's strengths is its science-based project implementation, and sharing these data is crucial to continuing to strengthen partnerships and collaborations. Additional strengths in dissemination of science and technology research is conducted in partnership with CRI faculty and students, allowing for a broader application of the scientific method. See additional list above in "Outreach and Public Involvement".

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✓	Scientific and technical reports produced by the NEP are peer reviewed.	All final reporting materials have more than one contributing author or multiple editors, allowing for a thorough peer review process. At least one scientific director also oversees all publications and reports. Additionally, most of the reporting undergoes external review through one or many of SMBNEP's partners. For example, the Regional Wetland Monitoring Report was produced in 2015 with co-authorship from scientists at California State University and Southern California Coastal Water Research Project (SCCWRP), with input from scientists from over a dozen universities or organizations. Similarly, another example is the California Estuarine Wetland Monitoring Manual, which included co-authorship from scientists at two different California State Universities, SCCWRP, and the Tijuana National Estuarine Research Reserve, with input from over a dozen additional scientists (Attachments 39a-d). Seven manuscripts were co-authored by TBF staff during the PE review period, including one evaluating population genetics in green abalone and the second assessing the increased value to the sea urchin fishery resulting from kelp restoration (Attachments 17a-g). Three additional manuscripts by CRI faculty researchers with TBF co-authors are also in development. In 2017 and 2018, CRI and TBF also facilitated the research and theses for four graduate students. Summaries of these projects are available in the semi-annual reports for this time period (Attachments 34g-j).
✓	Program staff sits on state and national science boards and committees.	TBF and SMBRC staff have held positions during this time period on many regional, state, and national boards. Staff participation on boards have included, but are not limited to: Southern California Academy of Sciences Board of Directors, California Wetland Monitoring Workgroup, California Water Quality Monitoring Council, Association of National Estuary Programs Board of Directors, State Aquatic Species Task Force, State Clean Beach Task Force, Beach Ecology Coalition, Central and Southern California Coastal Ocean Observing Joint Strategic Advisory Board, Southern California Marine Institute Board of Directors, American Academy of Environmental Engineers and Scientists Environmental Life Science Specialty Committee, and others.
GOOD	**PERFORMANCE MEASURES (RESEARCH)**	**EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS**
✓	Research is conducted by appropriate partners.	Most research projects are collaborative efforts, such as through LMU's CRI, or TBF's partnerships with many other universities such as California State University (CSU) Northridge, Occidental College, UCSB, UCD, UCLA, CSU Long Beach, UCSD, UCI, Santa Monica College, and many others. Additionally, throughout this document, SMBNEP has identified partners, funders, and colleagues, most of which are partners in research, collaborative scientific publications, or technical reports. SMBNEP is fortunate to have a TAC comprised of expert scientists in their fields, many of which are associated with universities, regional coastal research institutions, agencies, or entities that frequently partner with SMBNEP staff. These scientists provide oversight on the development and implementation of the CMP, as well as serving as an advisory capacity on many of TBF's programs and projects.

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✓	Research identifies significant, missing data that warrants additional monitoring or sampling.	Many studies conducted by SMBNEP have identified missing data that warrant additional monitoring or sampling. For example, results of Ballona Wetlands baseline surveys and the regional wetland monitoring program are used in development of state standard wetland monitoring protocols (SWAMPS and RAM) which requires monitoring of attributes that are not included under existing program. Results of subtidal rocky reef surveys were used in development of a new habitat health index based on fish guilds, which could lead to new monitoring requirements.
✓	The Program uses research results to develop management options and implement solutions.	Similar to the process described above in "Excellent" regarding research informing policy, TBF strives to reach a standard of excellence regarding the application of its research results to inform and develop policy, and to implement adaptive management solutions. The research that TBF, CRI, and their partners implement is to inform or improve on management solutions to environmental challenges identified in SMBNEP's CCMP. Previous results within this time period have informed beach management practices, state policy on a number of issues related to wetlands, rocky subtidal habitats, and water quality, and new research strives to fill important regulatory data gaps such as those for microplastics in nearshore sediments in our watersheds.
✓	Results from research are combined and translated into plain English for reporting to the public.	Results from scientific studies are communicated to the public through technical reports, websites, outreach documents, interpretive signage, videos, the 2015 State of the Bay Report, Baywire and other newsletters, semi-annual reports, Annual Reports and many other documents. Staff also works with researchers to develop public summaries for study results dealing with complex technical issues. See additional list and attachment references in "Outreach and Public Involvement".
✓	The Program or its partners have established a process to regularly reevaluate its research needs.	The TAC reevaluates SMBNEP's research needs periodically and in association with revisions of the Comprehensive Monitoring Program (CMP). The TAC also helps to identify further research needs through their involvement in developing State of the Bay report and habitat health indices.
FULLY PERFORMING	**PERFORMANCE MEASURES: Baseline Expectations (RESEARCH)**	**EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS**
✓	The Program or its partners has a process to identify research needs.	The program identifies and addresses research needs both through the CCMP revision process and through development of the State of the Bay Report by the TAC.
✓	The research needs are consistent with CCMP goals and actions.	Research needs are identified based on whether they are necessary in meeting the goals and objectives of the previous BRP and 2018 CCMP Action Plan (see additional details in other answers). The identified research needs are included in the CCMP to correspond with relevant actions (list below). Research needs are re-evaluated at TAC meetings, and in conjunction with the ongoing CMP revision as well as planning for the previous (2015) and planned next State of the Bay Reports (estimated release in 2020).

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✓	The Program's research needs are approved by the Management Conference.	As noted above, key research needs are specifically identified and described in the previous BRP as well as the newly-adopted CCMP Action Plan (2018), which specifically evaluated and identified research priorities as actions. Specifically, the newly adopted Actions #33-42 are identified in the "Research and Monitoring" Action Category in the CCMP Action Plan. These Actions are as follows: #33, monitor microplastics and other marine debris; #34, improve understanding of emerging contaminants; #35, monitor harmful algal blooms; #36, monitor climate change impacts and ocean acidification; #37, research and monitor deep water habitats; #38, monitor rocky intertidal habitats; #39, monitor and inform Marine Protected Areas, Fishery Management Plans, and local fisheries; #40, inform non-point source pollution; #41, inform new water, sediment, and biological objectives; and #42, inform greenhouse gas emissions and carbon sequestration. The CCMP Action Plan was approved by SMBRC's Governing Board (Management Committee) in October 2018, with significant input, advice, and revisions by the TAC, SMBNEP's scientific advisory panel. Additional specific research needs and data gaps were identified by an external scientific panel as part of the Climate Change Vulnerability Analysis completed in 2016. This panel, which was supported by TAC efforts and involvement, also set priority targets for data gaps associated with climate change impacts or mitigation needs.
MINIMALLY PERFORMING	**PERFORMANCE MEASURES (RESEARCH)**	**EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS**
N/A	The Program does not meet **all** of the performance measures in the Fully Performing level.	N/A

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NOTE: *The EPA expects that, in order to be a Fully Performing Program, all baseline expectations are met. Performance measures in the Good and Excellent levels are not required. They are benchmarks for what the Program can do to improve performance given the Program's priorities and organizational capacity.*

EXCELLENT	PERFORMANCE MEASURES (ASSESSMENT and MONITORING)	EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS
✓	The monitoring plan produces sufficient data to support a comprehensive and integrated analysis of environmental conditions.	The Comprehensive Monitoring Program (CMP) adopted in 2007 detailed an integrated approach to provide sufficient data to support a comprehensive assessment of the Bay's environmental conditions at the time. In between the completion of the 2015 State of the Bay (SotB) Report and the initiation of the CCMP revision process beginning in 2017, the TAC determined that a complete overhaul (or revision) of the CMP was necessary to incorporate new climate change data, new priorities, and new monitoring data and indicators available for our region. Considerable technological advances such as remote sensing data have also allowed for new monitoring opportunities to be evaluated for a comprehensive assessment of environmental conditions over time. This CMP revision process began in 2017 in conjunction with the start of the CCMP revision process and was led by the TAC. The first meeting determined the final habitats to evaluate in the CMP and 2020 SotB Report and discussed the CMP revision process in conjunction with the CCMP revision process. This process continued with subgroups of the TAC and additional invited scientists to review, assess, and revise the indicator lists and monitoring plans associated with each habitat. The CMP revision process will also allow for new information, emerging issues, and additional priorities in concert with the newly adopted CCMP to be included. SMBNEP has been strongly supported by the Los Angeles Regional Water Quality Control Board (LARWQCB), who works to incorporate monitoring recommended under the CMP into permit requirements. Data for individual habitats comes from many sources, including, discharge permit holders, TBF, TAC, partner agencies and entities, NGOs, and many universities and programs. Individual monitoring plans are also incorporated into many of TBF's individual projects or included in permitting requirements.
✓	The Program or its partners seeks more efficient and cost-effective technologies for monitoring as appropriate.	SMBNEP has always been supportive of more efficient and cost-effective monitoring technologies, such as rapid indicators for monitoring bacterial indicators or statewide standardized assessments such as the California Rapid Assessment Method (CRAM) for wetlands. TBF is a leading partner on a grant to develop and expand a Level 3, site-intensive monitoring program for California estuarine wetlands, including development and analyses of effective and efficient assessment tools. TBF is also exploring technologies through its partnership with LMU's Coastal Research Institute, UCLA, Occidental College, and many other universities. Examples of explorative technologies include remote sensing satellite data, LiDAR, Remotely Operated Vehicles (ROVs), unmanned aerial flight data, emerging topographical and elevation survey equipment, and many others. Additionally, TBF partners on data collection and builds on other regional and state efforts to maximize cost-efficiency.

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✓	The Program trains volunteer groups to improve the quality of data collection.	TBF has a very active internship program, in partnership with LMU's Coastal Research Institute and other universities, that trains students and volunteers who participate in a wide range of research and scientific monitoring projects such as kelp restoration and monitoring, rocky and sandy beach monitoring, wetland monitoring, dune monitoring and research, and water quality and wildlife monitoring. All data used by SMBNEP are collected or quality control checked by scientific experts.
GOOD	**PERFORMANCE MEASURES (ASSESSMENT and MONITORING)**	**EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS**
✓	The Program uses monitoring data to assess and re-direct management actions and programs implemented under the CCMP as necessary.	Monitoring data collected by TBF, SMBRC, and partner entities are used to assess habitat conditions in the 2015 State of the Bay Report (SotB). The SotB Report was used to inform the CCMP Action Plan revision, CMP revision, and other key management actions. Monitoring data are also used to evaluate action implementation and adaptive management actions. For example, TBF and CRI are leading a beach characterization study to inform data gaps identified in the 2015 SotB Report and the CMP. Preliminary data results are also being used to inform living shoreline projects, sea level rise vulnerability assessments, Local Coastal Plan updates by municipalities (e.g., City of Santa Monica, LA County), dune restorations, and other research needs. The data collected as part of each of the seven habitats for the CMP directly feeds back into the Action Plan and vice versa; the data collected as part of implementing the CCMP directly contributes to the CMP and SotB Reports. Additionally, data collected support management actions such as policy recommendations. Several examples of Actions include, but are not limited to: #33, Monitor microplastics and other marine debris; #34, Improve understanding of emerging contaminants; #36 Monitor climate change impacts and ocean acidification; #37, Research and monitor deep water habitats; #38, Monitor rocky intertidal habitats, and many others. See also answers under "Research".
✓	The monitoring plan has a schedule for review/updates that is approved by the Management Conference.	The existing CMP is currently undergoing a significant overhaul in the form of a revision and is projected to be completed by 2019. The CMP revision process is being led by the TAC and updates are provided to the Governing Board.
✓	The Program uses monitoring data to identify gaps in knowledge.	SMBNEP uses monitoring data collected under the CMP to develop the SotB Reports and inform the CCMP revision, including the identification of data gaps and key research and monitoring needs (an Action Category in the new CCMP Action Plan). SMBNEP staff work directly with the TAC, individual TAC scientists, and external supporting experts in their fields to identify missing data, revise indicators, and make recommendations for the monitoring plan and future sampling needs. These missing data and recommendations were discussed in the 2015 State of the Bay Report and incorporated into the CCMP as new action items (e.g., list of actions above). SMBNEP has also been actively involved in many surveys of habitat conditions and development of new monitoring protocols and requirements based on these survey results. Additional site-specific data gaps identified by the TAC (e.g., LAX Dunes system) were also prioritized by TBF staff and data are now being collected to fill those gaps (e.g., Attachments 21a-d).

✓	Available data is analyzed for ecosystem status and trends.	The 2015 SotB Report analyzes ecosystem status and trends in the Bay based on available monitoring data from our partners and stakeholders. The report represents the multi-year collaborative effort of the TAC with participation of outside experts and several partner agencies and organizations. The report includes an assessment of the ecological health of all major habitats in the Bay and the Bay watershed, using a refined rating system and available data on the indicators recommended by panels of experts. Professional judgments by the TAC and expert panels were also considered and applied to the assessments for indicators with no available data. The method used in the 2010 SotB Report was improved upon for the 2015 Report by developing and applying a standardized assessment framework that encompassed all major types of habitats in the Bay. The new framework used a set of comparable indicators of habitat health (quality of habitat, quantity of habitats, etc.) in the same categories across habitat types, with quantitative results analyzed when available. The 2015 assessments contain two types of information: the habitat description and the status and trends. The habitat description explains where the habitat is found, its historic context, what it looks like in its undisturbed state, the organisms that live there, reasons for any degradation that exists, and challenges in restoring or managing it. The status and trends section describes how the assessment category is interpreted for the habitat, the indicators used in the assessment, why they were chosen, how they relate to management goals, any data gaps that exist, a summary of the status and trend findings using the data available, and a discussion of the confidence in the assessment.
✓	The Program promotes the establishment of volunteer monitoring groups to supplement NEP monitoring efforts.	SMBNEP continued to support volunteer monitoring groups such as those led by TBF and CRI, UCLA's Stone Canyon Creek volunteer student monitoring, Heal the Bay's Stream Team and LA Waterkeeper's Ballona Creek water quality monitoring program, other partnerships with universities such as LMU, groups such as Audubon Society (e.g., for rare bird monitoring and Christmas Bird Counts), and many others. Volunteer monitoring data, when quality control checked by experts, can be a valuable source of information. SMBNEP encourages the use of volunteers in research and monitoring projects, when feasible and appropriate. Citizen science online sources of data that are verified by scientists such as iNaturalist and eBird have also been explored as part of several programs and projects as well as the CMP revision. TBF and CRI have also been working with many local partners and made progress in establishing a volunteer group for monitoring ecological condition of the Bay's sandy beach habitats, which has been identified as a significant data gap. Additional efforts conducted by groups of scientists such as the Multi-Agency Rocky Intertidal Network (MARINe) are also encouraged and supported by SMBNEP.

FULLY PERFORMING	PERFORMANCE MEASURES: Baseline Expectations (ASSESSMENT and MONITORING)	EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS
✓	The Program has a Scientific and Technical Advisory Committee (STAC) or analogous structure to ensure that Program decision-making is tied to good science.	SMBNEP's Technical Advisory Committee (TAC) is made up of scientific and technical professionals from universities, research institutions, and governmental agencies, representing a wide range of expertise and disciplines. The role of the TAC is to ensure that SMBNEP has the necessary scientific and technical information upon which to base its decision-making. Over the years, the TAC has assisted SMBNEP in developing research agendas, monitoring programs, and overseeing the implementation of key research projects. The TAC led the development of the State of the Bay Report (2015) by providing content guidelines, developing assessment framework, and participating in writing feature articles. Many of the scientific articles written for the last SotB Report also provide good examples of how various issues have been addressed, including areas of progress, current status, information gaps, major obstacles, causes of the remaining problems, and ways to ameliorate them. The TAC has been active since the inception of the NEP and continues to provide scientific and technical guidance for management decision-making. The TAC's Chair also provides reports and updates to the Governing Board at each meeting and provides feedback on programs or projects directly when requested or agendized.
✓	The Program has indicators in use that are recognized by the Management Conference.	SMBNEP uses a suite of environmental indicators recommended by the TAC for reporting the Bay's environmental conditions in the 2015 SotB Report. The indicators used in the last State of the Bay Report are been updated as part of the CMP revision process. The indicators as part of the CMP revision will be brought to SMBNEPs Management Conference for adoption in 2019.
MINIMALLY PERFORMING	**PERFORMANCE MEASURES (ASSESSMENT and MONITORING)**	**EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS**
N/A	The Program does not meet **all** of the performance measures in the Fully Performing level.	N/A

Core Element: Ecosystem Status and Trends
Sub-element: **Reporting***

NOTE: *The EPA expects that, in order to be a Fully Performing Program, all baseline expectations are met. Performance measures in the Good and Excellent levels are not required. They are benchmarks for what the Program can do to improve performance given the Program's priorities and organizational capacity.*

Refers to **Reporting of Ecosystem Status and Trends in the Program study area.*

EXCELLENT	PERFORMANCE MEASURES (REPORTING)	EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS
✓	Reports discuss adaptive management strategies.	One of the new priorities identified by SMBNEP's Management Conference throughout the 2017-18 revision process of the CCMP was responding and adapting to climate change. This adaptive management effort was initiated through the Climate Change Vulnerability Analysis (CCVA), which concluded in 2016 (Attachments 13a-g). Both the CCVA Report and the new CCMP Action Plan include a discussion of adaptive management responses. Additionally, the newly revised CCMP Action Plan incorporated updated and new management strategies in response to new or emerging issues, regulations, and / or programs developed over the last five years (Attachments 32b, c). At a project or program level, many annual and final reports discuss adaptive management. For example, the annual Comprehensive Monitoring Reports for Malibu Lagoon identify if any adaptive management actions are needed to meet the permitted success criteria for the restoration project (Attachments 23a-e). Similarly, reports produced for LAWA regarding dune restoration have recommendations for adaptive management strategies to combat non-native species invasions (e.g., Attachment 21a). Adaptive strategies for individual projects are often reviewed by or include input provided by expert scientists.
✓	Reports recognize new and emerging issues to be considered in updates or revisions to the CCMP.	The newly updated CCMP Action Plan both recognizes and recommends steps to address several new and emerging issues including marine debris such as microplastics (Actions #32, 33), fire retardants and other emerging contaminants (Action #34), and climate change (incorporated throughout CCMP). These issues were captured through public workshops, conversations, and suggestions brought up by other entities within the Management Conference and framed key components of the revised and adopted CCMP Action Plan. The TAC and other external scientists provided significant input and recommendations for emerging issues from a scientific perspective. SMBNEP's 2015 State of the Bay Report (Attachment 37b) also looked ahead at emerging issues that will need to be addressed in the coming years (e.g., climate change, sediment management, ocean acidification, HABs and other issues).
GOOD	**PERFORMANCE MEASURES (REPORTING)**	**EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS**
		SMBNEP develops and publishes a "State of the Bay" Report (SotB Report) approximately every five years. The most recent one was published in 2015 (Attachment 37b). The 2015 SotB Report was a science-based comprehensive assessment of the environmental conditions of the Santa Monica Bay. SMBNEP periodically conducts and reports this assessment with the goal of measuring progress in restoring the Bay's natural habitats and resources, educating the public about the Bay's valuable natural resources, and

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✓	The Program has an environmental progress report that communicates ecosystem status and trends to the public every three to five years (e.g., "State of the Bay" report, Environmental Report Card, significant newspaper insert, newsletters, websites, etc.).	identifying and helping scientists and managers to address remaining and emerging challenges. More specifically, the SotB Report provides information that can be used to both gauge the progress in implementing the BRP/CCMP and inform the CCMP revision process to meet ongoing and new challenges. The SotB Report covers all major Bay habitats and a broad range of issues, which follow closely the three priority issues addressed by the previous BRP: water quality, natural resources, and benefits and values to humans. The habitat assessments provide an overview of the habitats in the Bay and the Bay watershed, and an assessment of the ecological health of these habitats using the refined rating system applied to available data on indicators recommended by our panels of experts. This rating system was designed over an iterative and adaptive process with the TAC and is a 'public-friendly' synthesis of overarching environmental trends by habitat. The next SotB Report is scheduled for publication in 2020 and will also be informed by the revision of the CMP in 2019. SMBNEP's TAC is leading both efforts.
✓	Major reports: ○ discuss the Program's goals and priorities, indicators in use, ecosystem status and trends, and maps of study area; ○ discuss the health of the estuary (i.e., habitat, water quality, and living resources); and ○ include conceptual models that represent the best understanding of current ecosystem processes.	SMBNEP's SotB Report includes information and discussion on all these categories. In 2010, the SotB Report included, for the first time, a standardized assessment of habitat condition for all habitats in Santa Monica Bay and its watershed. This assessment was a big step forward, but for many habitats, the assessment relied heavily on qualitative data and best professional judgment. In an effort to improve upon the assessment for the 2015 Report, SMBNEP worked with its TAC to develop more quantitative, comprehensive, and objective assessments for each habitat type. The 2015 report adopted and applied a new assessment framework that allow the use of indicators and indices in four key categories consistently across all seven Bay habitat types (i.e., freshwater aquatic, coastal wetlands, sandy shores, rocky intertidal, rocky subtidal reef, soft-bottom benthos, and coastal pelagic ocean). The framework's four categories of indicators that relate to specific expectations of habitat health include: extent, vulnerability, structure and disturbance, and biological response. A variety of quantitative and qualitative information and data were used for the 2015 assessment. The 2015 framework reflected the best understanding at the time of the ecosystem trends and conditions for all major habitats with regard to goals and expectations, spatial scales, indicators, definitions of "unhealthy", and time scales. As part of the ongoing current revision of the CMP, the TAC has further refined these indicator categories into the following four through an iterative process across several meetings in 2017 and 2018. The four updated categories include: habitat extent, biological and ecological condition, stressors, and climate change vulnerability. Individual indicators for each habitat type in the CMP (same as the seven 2015 SotB Report habitats) are still being developed but are projected to be completed in 2019. Additional maps, priorities, conceptual models, and other tools are available in the SotB Report and in individual program or project reports, many of which are available on TBF's Technical Reports webpage. Individual major reports such as those for Malibu Lagoon or the kelp restoration project, provide considerable data into the CMP and SotB Reporting process. These individual reports all state their individual indicators, assessment metrics, or other monitoring methods. Additional publications are also available to support analyses (see also answers in "Research").

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FULLY PERFORMING	PERFORMANCE MEASURES: Baseline Expectations (REPORTING)	EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS
✓	The Program has an environmental progress report that communicates ecosystem status and trends to the public on a periodic basis (e.g., "State of the Bay" report, Environmental Report Card, significant newspaper insert, newsletters, websites, etc.).	See detailed answer to this question above in "Good". SMBNEP develops and publishes a State of the Bay report every five years. The next SotB Report is scheduled for publication in 2020 and will also be informed by the revision of the Comprehensive Monitoring Program (CMP) in 2019. SMBNEP's TAC is leading both efforts.
✓	Major reports: ○ are linked to CCMP actions, goals, priorities, indicators, and monitoring systems; ○ feature a narrative description of the Program's study area in plain English explaining the relationship between human activities and impacts on resources; and ○ are approved by the Management Conference.	The content of the 2015 State of the Bay report was explicitly linked to the 2013 BRP and the previous CMP. The latest report published in 2015 features articles specifically focused on issues related to human impacts on the Bay natural resources. The newly adopted CCMP Action Plan emphasized and used a matrix to demonstrate the overlaps and cross links among goals and priorities. The CMP presents the monitoring system and describes environmental indicators. The CMP is currently undergoing a major revision process (see other answers above). All three documents are approved by the SMBRC's GB. Additional major reports are also directly linked to specific CCMP Actions. SMBNEP reporting documents such as semi-annual reports, workplans, and annual reports also identify these links and can be cross-referenced to key actions in the CCMP. Supplemental chapters of the CCMP currently in development also contain a narrative description of the program's study area in plain English, as did the 2013 BRP. The supplemental chapters will be approved by the Governing Board at an upcoming meeting in 2019.
MINIMALLY PERFORMING	**PERFORMANCE MEASURES (REPORTING)**	**EVIDENCE/WORKPLAN CITATION and, if necessary, CLARIFYING COMMENTS**
N/A	The Program does not meet **all** of the performance measures in the Fully Performing level.	N/A