NOAA Coastal Services Center
Annual Operating Plan

Fiscal Year 2001

September 2000

(Revised January 2001)

About This Document

This document is the Annual Operating Plan (AOP) for program activities of the National Oceanic and Atmospheric Administration (NOAA) Coastal Services Center (Center) in fiscal year 2001. It is primarily an internal NOAA document that provides information for the reader on the Center's mission, organization, fiscal year 2001 program emphases, and specific project-oriented deliverables. Most of the activities described will be undertaken in collaboration with partners from the NOAA line offices—National Ocean Service (NOS), National Environmental Satellite, Data and Information Service (NESDIS), Office of Oceanic and Atmospheric Research (OAR), National Marine Fisheries Service (NMFS), and National Weather Service (NWS)—and other public and private coastal resource management and business development organizations. You may address questions about this document to Dr. Jeffery L. Payne, Deputy Director, NOAA Coastal Services Center, at (843) 740-1207, or via e-mail at *jeff.payne@noaa.gov*.

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NOAA COASTAL SERVICES CENTER
FISCAL YEAR 2001 ANNUAL OPERATING PLAN CONTRACT

This plan represents an agreement among the National Oceanic and Atmospheric Administration (NOAA) assistant administrators for Ocean Services and Coastal Zone Management; Sustainable Fisheries; Satellite, Data and Information Services; Oceanic and Atmospheric Research; and Weather Services, concerning the program and management operations of the NOAA Coastal Services Center during fiscal year 2001.

3/1/01
Ms. Margaret Davidson — Date
Acting Assistant Administrator for Ocean Services and Coastal Zone Management

2-13-01
John Oliver - for Dr. William Hogarth — Date
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2/28/01
Mr. Greg Withee — Date
Assistant Administrator for Satellite, Data, and Information Services

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2/28/01
Brigadier General John J. Kelly, Jr., Retired — Date
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INTRODUCTION

MISSION AND OPERATING PRINCIPLES

The mission of the NOAA Coastal Services Center is to foster and sustain the environmental and economic well being of the coast by linking people, information, and technology.

The nation's coastal resource managers are the Center's primary customers. The Center assists this community by providing access to information, technology, and training. Partnerships between the Center and coastal management organizations give rise to over 100 projects each year. These projects produce new tools and approaches that often can be applied nationwide. To learn about the Center and these efforts, visit *www.csc.noaa.gov*.

In terms of operating principles, the Center is

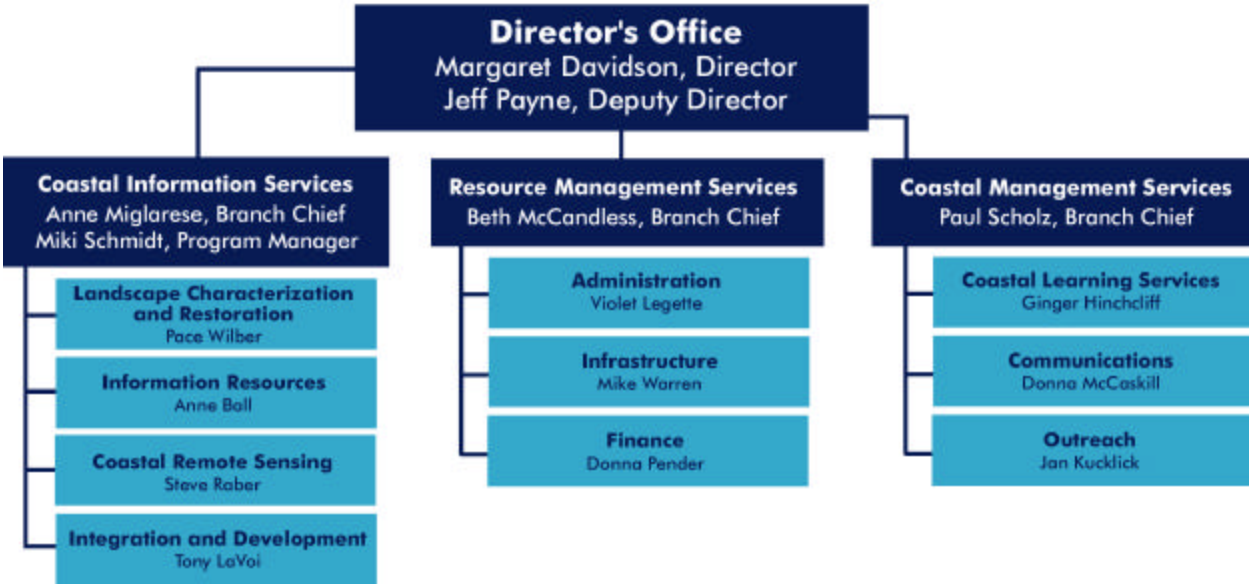
- Oriented to customers
- Focused on results
- Committed to partnerships
- Determined to be national in scope yet local in approach

Center project and service emphases support one or more of the following topical themes:

- Coastal habitat
- Coastal hazards
- Coastal national spatial data infrastructure
- Coastal communities

PHILOSOPHY AND ORGANIZATION

The "oriented to customers" operating principle is a guiding force in the organization. The Center approaches each project and service from the customer's perspective. Customer input is solicited for refining program emphases, and identifying and designing projects through surveys, needs assessments, workshops, evaluations, and direct interactions. No project is undertaken unless it 1) has a defined end user and clear utility, and 2) is conducted in partnership with end users to leverage resources and ensure buy-in. The results are then shared with other members of the customer's community, therefore meeting the "national in scope" operating principle.



The Center includes personnel from throughout NOAA (with supervision from multiple line offices) and benefits from a steady stream of talent from other agencies, universities, the private sector, and state coastal resource management authorities. Federal employees account for about one-half of total personnel, enabling the Center to react effectively to changing priorities. To ensure meaningful cross-organizational planning, execution, and personnel management, the annual operating plan is developed as a joint effort of the NOAA line offices, and signed by the five NOAA assistant administrators. The Center is organized into the Director's Office (DO) and three service areas.

- *Director's Office*. The DO is responsible for general management, administration, strategic and operational planning, partnership building, overall program evaluation, and budget oversight. The DO ensures that the Center pursues activities that are consistent with the stated mission, integrates its efforts with partners, and is responsive to customers and NOAA leadership. The DO also helps to coordinate the planning and implementation of activities involving off-site personnel, and oversees the conduct of certain technology transfer and commercialization efforts. During fiscal year 2001, the DO will oversee the transition of the activities and products of the former Coastal Technology Services (CTS) program to other Center areas and to the coastal resource management and academic communities.

- *Coastal Information Services.* Coastal Information Services (CIS) houses the Center's data management and analysis, and product development capabilities. Scientific and technical capabilities include satellite- and aircraft-based coastal remote sensing, coastal change analysis, GIS development and application, Internet-based coastal information accessibility, ecological characterization and watershed modeling, and GIS-based risk and vulnerability assessments of coastal hazards. CIS focuses on developing and

providing access to broad-based information and technology tools for coastal resource managers. CIS conducts its activities through four program areas:

Landscape Characterization and Restoration - The Landscape Characterization and Restoration (LCR) program identifies key management issues for watersheds, and examines how interrelationships among ecology, land use, demographics, and socioeconomic trends affect those issues. LCR helps coastal resource managers include knowledge of ecosystem processes in management, regulatory, and land-use planning decisions.

Information Resources - The Information Resources (IR) program is responsible for providing access to data, products, and information for coastal resource managers and the public. Through IR, the Center promotes Web services and Federal Geographic Data Committee (FGDC) metadata training. IR maintains a library, the Coastal Zone Information Center (CZIC) collection, and the Coastal Information Directory (CID), which is an Internet-based, metadata-compliant data search tool.

Coastal Remote Sensing - The Coastal Remote Sensing (CRS) program provides coastal resource managers with practical data products utilizing the latest technology and developments in remote sensing. CRS works with data streams from satellite, airborne, and *in-situ* sources to identify new or under-utilized remote sensing technologies, such as topographic Light Detection and Ranging (LIDAR) and acoustic sensors, and develops remote sensing data products that aid decisions in the coastal and marine environment. Particular activities this year will emphasize land cover and benthic mapping products, topographic LIDAR mapping products, ocean color/water quality products, and customer outreach.

Integration and Development - The Integration and Development (I&D) team plays a key role in many of the Center's projects. This group packages data into a format (primarily geographic information system-based) that is easy for the coastal resource manager to use. The I&D program supports the Center's coastal hazards and habitat activities and also provides spatial analysis training, database programming, and technical support.

- *Resource Management Services*. Resource Management Services (RMS) is responsible for the business operations of the Center. RMS ensures that the Center executes its mission in compliance with all federal and statutory rules and regulations and is the Center's liaison with the NOS Office of Management and Budget, as well as the Eastern Administrative Support Center (EASC) in Norfolk, Virginia. RMS conducts its activities through three program areas:

  Administration - Administration provides the operational direction and expertise for all of the Center's management support programs. These programs include grants management, acquisition management, personal property, records management, and human resources management. The Administration area also coordinates non-

financial audit responses and serves as the liaison for administrative policy and procedures.

Infrastructure - This program area provides technical management of the Center's real property, facilities, shared centralized information systems, and common network systems. The Center currently owns two buildings (50,000 sq ft), and this program ensures that all staff is supported with an energy efficient, safe, secure, and clean environment. The infrastructure group designs and maintains the Center's local and wide area networks as an integrated part of building services. Other responsibilities include facilities planning; maintenance of vehicles; telecommunication services; video conferencing; preparation of the Information Technology (IT) Plan; management of a mixed Gigabit, 100BaseTX and 10BaseT Ethernet network connecting over 600 devices; maintenance of the firewall security system; and service of all desktop PCs that access UNIX and NT server resources.

Finance - This program houses the responsibilities for Financial Management Center 805. As such, it manages and administers the financial operations for the Center. These responsibilities include budget execution, certification of funds, preparation of Financial Operating and Reimbursable Task Plans and electronic input of these into the NOAA central database, analysis and internal distribution of financial reports and statistics, coordination of all Interagency Agreements, and management of the Travel Manager system and Center receptionist services. The Finance program also coordinates all financial audits and serves as financial liaison with external partners.

- *Coastal Management Services*. Coastal Management Services (CMS) helps develop the abilities of state and local coastal resource managers and planners to perform their duties. Working with the coastal resource management community and the other Center service areas, CMS facilitates management assistance, increases communication and understanding between the Center and its customers, and provides customized training and meeting planning. CMS conducts its activities through three program areas:

  Coastal Learning Services - Coastal Learning Services (CLS) serves as a resource for specialized training assessment, design, and delivery, and professional meeting planning and logistics. CLS also provides process and instructional consultation to the coastal management community, as well as opportunities for professional development.

  Communications - Communications provides public and media relation services, special event planning, brochure and display development, multimedia presentations, and graphics, editing, and writing support for Center staff.

  Outreach - Outreach builds relationships with the coastal resource management community, provides services to help ensure the Center's products meet customer needs, and offers opportunities for the development of future coastal management professionals.

DEVELOPMENT AND UTILIZATION OF THE AOP

The Center employs a Management Information System (MIS) to support the development of information for Center and NOS annual operating plans. The Center's branch chiefs and program managers consider the following in developing and justifying projects:

1) support of the mission;
2) consistency with operating principles;
3) support of the Center's primary customer base – the coastal resource manager;
4) collaboration with other NOAA line offices and NOS programs in serving the primary customer base; and
5) execution of work milestones in higher-level NOAA implementation plans.

During the project formulation process, the Center works closely with customers to ensure the relevance and effectiveness of proposed efforts, and with other NOAA line offices to focus the broader capabilities of the agency on coastal resource issues and customer needs. The draft AOP is then made available for review and evaluation by customers and other NOAA offices. After incorporating changes, the AOP is signed by all five NOAA assistant administrators. Throughout the year, the Center's managers use the AOP as a performance-tracking and decision-making tool. Internal semiannual reviews are conducted to gauge the status of work milestones included in the AOP and to identify and act on significant tactical and strategic issues.

FISCAL YEAR 2001 PROGRAM

PROGRAM PRIORITIES

In fiscal year 2001, the Center will invest in areas important to the coastal resource management community. The Center will continue to build customers' capacities, while enhancing internal strengths to develop and deliver products and services. The following section describes key programmatic priorities for fiscal year 2001.

1. *Provide Learning and Practitioner Services*. The Center will build on existing technology, coastal management, and process skill areas of expertise for training and education. These capacity-building and professional development activities are targeted toward state and local customers, but also benefit NOAA and interagency partners.

   - *Technology* training includes information management, geographic information systems (GIS), remote sensing, and metadata documentation. Learning is delivered through seminars, hands-on overviews, direct use of technology, and high-end computer programming. A new special emphasis will be placed on metadata training for Native Americans.

   - *Coastal Management* content-oriented training includes coastal zone management for practitioners, hazards risk and vulnerability assessment, and coastal science for lawyers.

The Center will also coordinate with estuarine research reserves to identify and address the training needs of their communities in coastal decision making.

- *Process Skills* training includes needs assessment training, public participation process training, facilitation training, and other communications-oriented training activities.

- *Building the Nation's Future Coastal Resource Managers.* The Center will contribute to the development of future resource managers by placing six to seven recent advanced-degree graduates with state coastal programs to conduct technical work under the Coastal Management Fellowship program; initiating a minority fellowship program with the estuarine research reserves to work on coastal management education and training projects, and an islands assistantship to help meet the needs of underserved areas (see Pacific Islands Assistance below); and conducting active on-site student technical assistant programs. In addition, the Center will define a staff exchange concept for skill building projects with Center partners. This two-way exchange experience will enable the Center and the exchanging office to learn more about applications of Center projects and services, while increasing Center staff's understanding of local resource management issues and practices from the perspective of the on-the-ground manager.

- *Marine Protected Areas*. In partnership with the Department of Interior, NOS is working to meet the needs of the nation's marine protected areas. The Center is the training and technical assistance hub for this effort. The Center for Training and Technical Assistance will focus on fortifying the network of training and technical assistance that already exists in this country by first identifying strengths, weaknesses, and needs. The Center will then build on existing knowledge to bring these services to a broader audience.

2. *Strengthen the NOAA Distributed Presence*. The Center will work with multiple partners to improve regional and interagency coordination, outreach, and the delivery of NOAA services. Key geographies and efforts include the following:

   - *Pacific Coast*. In collaboration with the Office of Response and Restoration (ORR), the Center will continue to support an enterprise for regional integration of NOS and NOAA activities in San Francisco Bay, Oregon, and Washington. The San Francisco project works to engage the local maritime commerce and coastal management communities in issues of coastal stewardship. The Center will work with the Bay Conservation and Development Commission (BCDC) to reconvene the San Francisco International Airport independent scientific advisory panel, and help implement the panel's recommendations for monitoring related to the impacts of airport expansion. The Center also will place a specialist with BCDC to assist with the coordination and implementation of community sustainable development initiatives along the Pacific coast and nationally. In Oregon and Washington, the Center and ORR will work with the Oregon Department of Land Use Conservation and Development (DLCD) and Ecotrust, a nongovernmental organization, to develop and communicate value-added geospatial information derived from NOAA and state holdings. This innovative partnership will provide coastal hazards information for local communities, delivered over the Internet using advanced display and analysis tools. The Center also will support the NW Fisheries Science Center through a technical

personnel collaboration to help this organization with their proposed enterprise-wide approach to building a clearinghouse and information infrastructure for salmon recovery and conservation.

- *Gulf of Mexico*. The Center is supporting an individual to build on the NOAA presence at the University of Louisiana at Lafayette and enhance interactions between NOS and NMFS in the central Gulf states. This Lafayette-based regional coordination will be focused on coastal habitat science and restoration, mapping, geodesy, laboratory development, and relationship building with university, state, and private sector interests. The Center will work with the NMFS Galveston laboratory to improve the coordination and delivery of NOAA services and products with multiple government and non-government partners in this region. Priority projects for FY 2001 include supporting the state of Louisiana with funding and technical assistance to address the recent massive loss of marsh habitat, assisting with the development of a new university-based coastal habitat restoration consortium, and collaborating with federal and state partners in the creation of a user-based approach to the integration of topographic and bathymetric data.

- *Pacific Islands.* Consistent with congressional direction, the Center will help lead and contribute to an integrated NOS effort to provide training, data and information, and technical assistance to the State of Hawaii and other U.S. Pacific island territories. These efforts will culminate with the creation of a Pacific Services Center in Hawaii, which will be directed by a small core staff from NOS. The Pacific Services Center will work with officials from each of the Pacific islands to bring more NOS services to these populations. Key activities include basic coordination; conducting needs assessments; mapping land cover using satellite and other imagery; building GIS capabilities; training partners in a variety of technical, and process skills; incorporating human dimension information in the practice of coastal management; and special project grants and contracts. An Island assistantship program, modeled after the successful CSC Coastal Management Fellowship Program, will match advance degree students with island coastal management programs that have specific policy or technical needs. In addition, under a Center-sponsored interagency personnel agreement, and in coordination with the Pacific Disaster Center, the principal hazard mitigation program specialist from the Rhode Island Emergency Management Agency (RIEMA) is providing assistance to Maui County, Hawaii, for developing a risk and vulnerability assessment and mitigation plan.

- *Coordination with FEMA and USGS*. The Center will assist with real-time disaster data needs through a unique partnership with the Federal Emergency Management Agency (FEMA) by placing an individual in their Regional Operations Center during disaster events. The Center will also support a senior scientist to serve as a liaison between NOAA and the United States Geological Survey (USGS). The purpose is to help define and guide the development and support of joint program and budget activities between the two agencies. The USGS will also continue to support a senior scientist located at the Center to enhance interagency relations and the development of project activities in information technology, mapping, and the use of classified data for management.

3. *Advance the Coastal National Spatial Data Infrastructure (NSDI)*. A primary aim of the Center is to help build customers' capacities for access to, and use of, geospatial data. During fiscal year 2001, the Center will support activities that are critical to furthering this aim, such as serving as an FGDC clearinghouse gateway and node, and updating and evaluating the Coastal Information Directory, an on-line single query point to help users find coastal data, information, and products. The Center will complete the processing of the Coastal Zone Information Collection; work with the National Marine Sanctuary program to establish base GIS capabilities in sanctuaries; continue development of the Ocean Planning Information System (OPIS), a web-based GIS decision-support tool for ocean governance; and refine the Performance Indicators Visualization and Outreach Tool (PIVOT), a web-based GIS monitoring product that measures success in a watershed management project. Working with the National Geodetic Survey (NGS), the Center will continue to coordinate and evaluate the work of a private contractor to produce historical digital shoreline data sets and foster the use of the data for shoreline change analysis. Working with the Office of Coast Survey, the NGS, and the USGS, the Center will contribute to a project that demonstrates the potential for integration of bathymetry and topography information in a digital context. The Center will provide grant funds for projects that conduct new acquisition of bathymetric data and supporting documentation in U.S. coastal waters, specifically to foster the development of high quality, accurate digital data for use in a GIS. The Center also will continue to assist NESDIS with start-up activities of the National Coastal Data Development Center (NCDDC), emphasizing the use of FGDC and other standards in NCDDC operations.

   Through these and other efforts, the Center and its partners are advancing Digital Coast, an integration, standardization, and data access initiative that provides organized, seamless, digital spatial data for the coastal resource management and the navigational communities. Digital Coast is a foundational element for NOAA's implementation of the coastal NSDI.

4. *Reduce Community Vulnerability to Coastal Hazards*. The Center will continue to focus its coastal hazards agenda on community risk and vulnerability assessment, including delivery of community-based hazard mitigation training. Building on the success in deploying, in partnership with FEMA, a prototype comprehensive community-based vulnerability assessment methodology for New Hanover County, North Carolina, the Center will refine and extend this methodology to other areas. The Center has been a FEMA Project Impact partner since 1997, and this work will serve as a foundation for local hazard mitigation planning. The Center also is collaborating with North Carolina State University on the development of an improved model for storm surge and inland flooding, and will work with the NCDDC, the USGS, and FEMA to advance the design of a Web-based, national coastal risk atlas. Efforts will continue with multiple partners to develop a near-real-time pilot harmful algal bloom information system that integrates remote sensing and *in-situ* data. This is a multiyear collaborative project that includes the efforts of state agencies and NOAA-funded researchers. In addition, the Center is working to increase the resilience of ports, harbors, and surrounding communities to earthquake and tsunami hazards in the Pacific Northwest. Demonstration projects, one in Oregon and one planned for Washington, will be undertaken to develop, test, and evaluate various strategies and tradeoffs to increase the resiliency of lifelines, infrastructure, and facilities in and around ports and harbors.

5. *Provide Information and Tools to Characterize, Restore, and Predict the Form and Function of Ecosystems.* The Center will continue to support environmental characterization work in Kachemak Bay, Alaska, and Rookery Bay, Florida; initiate a new characterization project in a west coast watershed; and complete the benthic mapping of the Apalachicola basin, Florida, by integrating map data with hydrodynamic, geochemical, and species information. New also for fiscal year 2001 is the commencement of an issue-based characterization project. The Center is working with multiple partners in Rhode Island to develop an environmental characterization and Internet-based information system for habitat restoration along the state's coast, focused on the preparation of spatial data and analytical tools for planning and project prioritization. This project is the Center's fifth characterization/restoration project, and the third to use a competitive process for choosing project partners and location. The Center will collaborate with ORR on a Hudson River watershed project that will help state and federal trustees integrate chemical and toxicity information with maps that identify key habitats, potential restoration sites, and potential pollution sources. This work is part of NOAA's effort to restore natural resources damaged by polychlorinated biphenyls (PCBs), which have forced commercial and recreational fishing closures and advisories throughout the river.

   The Center also is working to streamline the planning and management of habitat characterization and restoration programs by developing site selection and characterization tools that make use of commonly available GIS tools and spatial data. Three principal products will be produced: preparation of guidelines and lessons from the development of environmental characterizations; development of a Web site to distribute tools and reports to managers; and a tool that illustrates a wetland restoration approach based on the Spatial Wetland Assessment for Management and Planning (SWAMP) tool. In addition, the Center is assisting the University of New Hampshire (UNH) to identify organizational competencies and create a mechanism for UNH to commercialize coastal technologies resulting from research and development activities, including those funded by the Cooperative Institute for Coastal and Estuarine Environmental Technology.

6. *Improve the Application of Coastal Remote Sensing to Coastal Information Needs and Decision Making*. In fiscal year 2001, the Center will strengthen the effectiveness of its coastal change analysis activity, based on the recommendations of an external review of the program. Efforts include the development of tutorials and applications that demonstrate the utility of change analysis information, and targeted outreach designed to enhance customers' awareness of, and participation in, remote sensing activities. The direction of fiscal year 2001 mapping will be to classify the main eight Hawaiian Islands, and provide advisory support for cooperator-driven land cover projects in Oregon, northern California, and Louisiana. Increased funds are targeted to benthic habitat mapping in certain geographies, including the production of a submerged aquatic vegetation CD-ROM. Baseline habitat mapping will take place in Florida, Delaware, and New York, and benthic change projects are planned for Washington, North Carolina, and Maine. Benthic habitat mapping projects are part of the on-going Center effort to create a nationally consistent inventory of the location, extent, and spatial/temporal change of seagrass and other benthic habitat in coastal areas. The Center will continue its successful topographic change mapping activities in

cooperation with NASA and USGS, with the goal to move toward the completion of a baseline for the contiguous U.S. and develop tools and standards for remote sensing of estuarine and coastal regions. Lastly, the Center will develop contractual relationships with private sector data providers for LIDAR data collection and other remotely sensed data.

7. *Develop the Human Dimension*. In fiscal year 2001, the Center will expand on its human dimensions emphasis begun in fiscal year 2000. This will include five parts, some of which are actually phases—pilot projects, a seminar series, white papers, a human dimension virtual magazine, and ultimately a human dimension forum. The pilot projects will be used to demonstrate, advance, and integrate social sciences with resource management tools and decision-making techniques. The Center will establish a seminar series leading to white papers that form the backbone for a virtual magazine on the human dimension in nontraditional areas related to coastal zone management, such as philosophy, human risk, economics, psychology, religion, culture, individual behavior and beliefs, cultural anthropology, learning, and rural sociology. The intent will be to engage Center staff in a dialogue on how these fields of expertise relate to coastal decision making and then disseminate this information to a broader audience through the virtual magazine. Approaching the end of fiscal year 2001, the Center will convene the first Aspen Institute–style forum on the human dimension.

   Since 1999, the Center has been committed to conducting needs assessments of each Island region coastal program. In fiscal year 2000, an assessment was conducted of American Samoa, and in fiscal year 2001, all five remaining Island programs, Hawaii, Puerto Rico, U.S. Virgin Islands, Commonwealth of Northern Marianas Islands, and Guam, are planned for assessment. The goal is to collect information about the position of each coastal management program to meet its goals. Further, the assessment serves to initiate the development of appropriate and feasible projects between the Center and the coastal programs. Lastly, to help guide product and service development more effectively, the Center will begin developing audience assessments. The goal of this activity will be to field-test sub-definitions of "coastal resource manager," and develop complete audience assessments for each one.

8. *Initiate Smart Growth.* The Center will initiate smart growth partnership activities in coordination with the Environmental Protection Agency (EPA), other NOAA offices, and coastal partners. Key activities include the following:

   - Developing and enhancing Web sites for information and technical assistance, including 1) a site to provide links to tools, approaches, how-to manuals, and other descriptive information that can be examined by coastal management issue or technique type; 2) a site that consolidates smart growth techniques and offers guidelines for coastal development; and 3) a site to provide technical assistance on sustainable waterfronts, featuring background information on waterfront issues, guidelines for planning and redevelopment, and an inventory of financial, planning and management techniques. This site will link to a series of case studies researched by Washington Sea Grant and hosted by the OCRM Web page and the "Volunteering for the Coast" Web site, which highlights model volunteer programs, resources, and opportunities.

- Leading the development of a Coastal Zone 2001 conference educational product—an interactive CD-ROM–based tool to assist coastal managers in designing public participation strategies. The tool will include case studies illustrating how communities have appropriately used needs assessments, surveys, planning workshops, and other techniques to engage stakeholders.

- Providing special project grants to the coastal management community. In fiscal year 2001, proposals related to human use of coastal resources or growth management of coastal areas will be accepted.

- Continuing to publish the award-winning *Coastal Services* magazine. *Coastal Services* is a bi-monthly magazine that serves as a trade publication for the nation's coastal resource managers. The magazine helps coastal resource managers trade information about their programs and issues, and keeps readers informed of new products, services, and initiatives from NOAA and the Center.

9. *Facility Improvements*. The Center will begin a series of building maintenance and improvement projects. The largest of these is the addition of a new wing to the existing building, or the renovation of other existing space on the old naval base. Architectural and engineering studies for this endeavor will begin this year. The Center requires additional space to meet expectations for growth and partnering.

MAJOR EVENTS

- *Coastal GeoTools 2001*. Coastal GeoTools 2001 is a national conference designed to increase the understanding and use of spatial data, tools, and applications for studying and managing the coastal environment. Presenters from a wide variety of government, academic, and industry organizations travel from across the country to relate their successes and challenges in integrating spatial technologies and coastal management. Coastal GeoTools 2001, planned and organized by the Center, will be held in Charleston, South Carolina, from January 8 through11, 2001. Attendance at this year's event is expected to approach 300 coastal management and spatial technology professionals.

- *Coastal Zone 2001, Cleveland*. The Center is serving as the executive secretariat for Coastal Zone 2001 (CZ01) and will provide program and conference planning and management services for the conference. CZ01 will be held July 15 through 19, 2001 in Cleveland, Ohio. This international conference attracts 1,200 participants from across the coastal management community. CZ01 is organized around four central themes: sustainable coastal communities, maritime transportation and commerce, people and the coast, and energy and the environment. This conference is produced in partnership with 15 federal agencies, 10 state agencies, and nonprofit organizations.

PLANNED ACCOMPLISHMENTS (MILESTONES)

The program information table utilized in the fiscal year 2001 Center Annual Operating Plan is the result of a systematic planning process. Objectives and performance measures are integral components of the NOAA long-term strategic goal to Sustain Healthy Coasts (SHC). The milestones represent the significant work outputs to be pursued in support of the SHC goal and objectives, and are derived from both the fiscal year 2001–2005 NOAA Implementation Plan and the Center's more detailed internal planning process. Each milestone lists the corresponding Center service and program area, NOAA partner(s), completion date, Center program priority, and, when applicable, an NOS synergy activity (dredging, nutrient pollution, spatial data, and disaster response). All milestones are assumed to be Center-level unless specifically noted as SHC-level or NOS-level in bold and parenthesis. All acronyms are defined at the end of this document.

SHC Objective 1	**Protect, conserve, and restore coastal habitats and their biodiversity**					
Performance Measure	**Number of environmental technologies and tools developed that enhance monitoring, assessment, management, and restoration of coastal habitats**					
Milestone	**Service Area**	**Program Area**	**NOAA Line Office Partner**	**Quarter Due**	**Program Priority**	**Synergy**
1.5.2.10. Produce final Maine C-CAP CD-ROM, in collaboration with the Coastal Remote Sensing program **(NOS)**	CIS	I&D	NESDIS	1	Remote Sensing	Spatial Data
1.3.1.11. and 1.5.2.20. Complete draft of Submerged Aquatic Vegetation (SAV) CD-ROM for internal review	CIS	CRS/I&D	NOS • NCCOS • NMS • OCRM	1	Remote Sensing	Spatial Data
1.3.1.11. and 1.5.2.20. Complete final Submerged Aquatic Vegetation (SAV) CD-ROM **(SHC)**	CIS	CRS/I&D	NOS • NCCOS • NMS • OCRM	2	Remote Sensing	Spatial Data
1.3.1.15. Release public announcement of funding for remote sensing data acquisition **(NOS)**	CIS	CRS	NOAA • EASC	3	Remote Sensing	
1.3.1.7. Deliver all pre-1985 AVHRR data to NCDC with complete metadata	CIS	CRS	NOS • NMS NESDIS	4	Remote Sensing	Spatial Data
1.3.1.5. Evaluate and report on the accuracy of bloom movement predictions	CIS	CRS	NOS • NCCOS • OCRM NESDIS	4	Hazards	Disaster Response
1.5.1.3. Create Image-Derived Products (IDPs) for land cover mapping and submerged aquatic habitat mapping projects by collaborating with the Center's Coastal Remote Sensing staff and benthic mapping groups	CIS	I&D	NOS • NGS • NMS NESDIS	4	Remote Sensing	Spatial Data

Milestone	Service Area	Program Area	NOAA Line Office Partner	Quarter Due	Program Priority	Synergy
1.6.1.10. Complete digital environmental characterization of the Rookery Bay/Belle Meade, Florida, watershed **(SHC)**	CIS	LCR		4	Ecosystems	
1.6.1.12. Develop a rule-based model for wetland function, the characterization of habitat and hazard mitigation functions of sand and mud flats **(SHC)**	CIS	LCR		4	Ecosystems	
3.0.0.5. Conduct performance/cost assessments of promising environmental technologies **(SHC)**	DO	CTS	NMFS	4	Ecosystems	
5.2.0.17. Complete phase one needs assessment for overall marine protected areas initiative **(NOS)**	CMS	CLS	NMFS, OAR, NESDIS, NWS, NOS	4	Ecosystems	
Performance Measure	**Number of CZM programs and NERRS sites with management capabilities upgraded to protect and restore coastal habitat**					
1.5.1.4. Hold education meeting on MPA boundary delimitation for headquarters staff	CIS	I&D	NOS • SPO • NMS	2	Learning	
1.5.1.4. Assess imagery and base mapping needs for MPA sites. Identify public and private sector sources and their benefits to MPA base mapping efforts. Prioritize imagery needs and purchase data sources as necessary.	CIS	I&D	NOS • NMS • SPO	3	Distributed Presence	
1.5.1.4. Evaluate the transferability to other MPAs of existing public participation decision support tools such as the tool developed for the Channel Islands National Marine Sanctuary.	CIS	I&D	NOS • NMS	4	NSDI	
SHC Objective 2	**Promote clean coastal waters to sustain living marine resources and ensure safe recreation, healthy seafood, and economic vitality**					
Performance Measure	**Number of NERR sites and National Marine Sanctuaries with capabilities upgraded to protect and enhance coastal water quality**					
1.3.1.7. Work with NMS and NESDIS to develop mechanism for delivering ocean color remote sensing data to sanctuaries	CIS	CRS	NOS • NMS NESDIS	3	Remote Sensing	Spatial Data
3.0.0.3. Provide implementation plan for national sensor testbed program **(NOS)**	DO	CTS	NOS • NERR OAR	4		
Performance Measure	**Number of coastal and Great Lakes states provided with improved predictive capabilities and understanding of environmental processes**					
3.0.0.5. Develop strategies for implementation of U.S. Integrated Ocean Observing System **(SHC)**	DO	CTS	NMFS	2	Remote Sensing	Spatial Data

SHC Objective 3	Foster well-planned and revitalized coastal communities that sustain coastal economies, are compatible with the natural environment, minimize the risk from natural hazards, and provide access to coastal resources for the public's use and enjoyment					
Performance Measure	**Number of activities conducted to provide a technically trained workforce and environmentally informed citizenry**					
Milestone	**Service Area**	**Program Area**	**NOAA Line Office Partner**	**Quarter Due**	**Program Priority**	**Synergy**
5.9.0.1. Complete Presentation to the Office of Science and Technology Policy and the Office of Management and Budget on NOAA/USGS fiscal year2002 Initiatives	DO		NMFS OAR NESDIS NWS NOS	1	Distributed Presence	
1.3.1.1. Deliver report defining specifications for commercial LIDAR collection	CIS	CRS	NOAA Aircraft Operations Center	1	Remote Sensing	Spatial Data
1.5.1.1. Complete draft version of marine cadastral internet site	CIS	I&D	NOS • OCS • OCRM General Counsel	1	NSDI	Spatial Data
1.5.1.1. Complete development of remaining state level georegulations for improved ocean governance	CIS	I&D	NOS/OCS, OCRM General Counsel	1	NSDI	Spatial Data
1.5.1.4. Develop draft document detailing the process for the creation of legally defensible boundaries and their compatible digital equivalent for marine protected areas **(NOS)**	CIS	I&D	NOS • OCRM • SPO	1	NSDI	Spatial Data
1.5.2.3. Advertise and distribute *Shore and Sea Boundaries: Volume III* **(NOS)**	CIS	I&D	NOS • OCS	1	NSDI	Spatial Data
1.5.1.7. Develop Pacific Islands GIS needs assessment to include GIS infrastructure, training, and management issues	CIS	I&D	NOS • NMS	1	Distributed Presence	Spatial Data
2.1.1.1. Select state agency projects for NOAA Coastal Management Fellowship	CMS	Outreach	NOS • OCRM • OAR	1	Learning	
5.9.0.1. Complete draft joint budget initiatives with USGS for fiscal year 2003	DO		NMFS OAR NESDIS NWS NOS	2	Distributed Presence	
2.1.1.8. Select NERRs to participate in the minority fellowship program	CMS	Outreach	NOS • OCRM	2	Learning	
2.1.3.14. Distribute needs assessment report from Puerto Rico and U.S. Virgin Islands to Center staff and territory partners	CMS	Outreach	NOS • OCRM	2	Human Dimension	
1.0.1.4. Host Coastal GeoTools 2001 conference Jan 8-11, 2001 **(NOS)**	CIS	CIS Ops	NESDIS	2	Learning	

Milestone	Service Area	Program Area	NOAA Line Office Partner	Quarter Due	Program Priority	Synergy
1.0.1.4. Produce conference proceedings on CD-ROM for Coastal GeoTools 2001 conference	CIS	CIS Ops	NESDIS	2	Learning	
1.4.1.2. Design CID interface to include additional information resources and make it easier for users to find data and information	CIS	IR	NESDIS	2	NSDI	Spatial Data
1.5.1.1. Complete final Ocean Planning Information System protocol manual **(NOS)**	CIS	I&D	NOS • OCS • OCRM General Counsel	2	NSDI	Spatial Data
1.5.1.4. Deliver GIS training to NMS and NERR staff **(NOS)**	CIS	I&D	NOS • OCRM • SPO	2	Learning	Spatial Data
1.5.1.5. Complete internal and external review of existing state shoreline composite data files	CIS	I&D	NOS • NGS NESDIS	2	NSDI	Spatial Data
1.5.1.7. Develop implementation plan to execute Pacific Islands GIS **(NOS)**	CIS	I&D		2	Distributed Presence	
1.5.1.7. Investigate geodetic control issues for Pacific Islands, with a plan to work with NGS to establish control for each island area	CIS	I&D	NOS • NMS • NGS	2	Distributed Presence	Spatial Data
1.5.3.7. Participate in GIS Day 2001 activities with a local Charleston-area educational institution **(NOS)**	CIS	I&D		2	Learning	Spatial Data
1.5.3.7. Deliver updated three-hour "GIS for Managers" course at the GeoTools 2001 Conference in January 2001 **(NOS)**	CIS	I&D		2	Learning	Spatial Data
1.5.3.7. Work jointly with Coastal Learning Services to deliver two "Information Technology for Coastal Managers" courses	CIS/ CMS	I&D/CLS		2 and 4	Learning	
2.1.1.1. Solicit, review, and select NOAA Coastal Management Fellow finalists	CMS	Outreach	NOS • OCRM OAR	2	Learning	
5.4.0.1. Hire term director for Pacific Services Center and establish a physical infrastructure and location for offices in Honolulu	CMS	Pacific Services Center	NMFS OAR NESDIS NWS NOS	2	Distributed Presence	
5.1.0.4. Organize and support a second meeting of the San Francisco Airport Advisory Panel in collaboration with the Bay Conservation and Development Commission	DO	Pacific Coast Program	NOS • ORR • OCRM NMFS	3	Distributed Presence	
1.4.1.1. Present workshop on best metadata practices to Native Americans **(NOS)**	CIS	IR	NESDIS	3	NSDI	Spatial Data
1.4.1.1. Create a coastal metadata guide for distribution at CZ '01	CIS	IR	NESDIS	3	NSDI	Spatial Data

Milestone	Service Area	Program Area	NOAA Line Office Partner	Quarter Due	Program Priority	Synergy
1.4.1.2. Evaluate effectiveness of the Coastal Information Directory	CIS	IR	NESDIS	3	NSDI	Spatial Data
1.5.1.5. Complete QA/QC of all contractor-developed vector shoreline GIS databases and metadata **(SHC)**	CIS	I&D	NOS • NGS NESDIS	3	NSDI	Spatial Data
1.5.1.7. Purchase and prepare hardware and software for Pacific Islands GIS assistants	CIS	I&D	NOS • NMS	3	Distributed Presence	Spatial Data
1.5.4.10. Complete final CD-ROM product, an outreach tool for broader applicability of the PIVOT prototype developed for Tillamook County, Oregon **(SHC)**	CIS	I&D	NOS • OCRM NMFS	3	NSDI	Spatial Data
2.1.1.1. Coordinate NOAA Coastal Management Fellowship matching workshop and successfully match fellows with projects **(NOS)**	CMS	Outreach	NOS • OCRM OAR	3	Learning	
2.1.2.2. Award Broad Area Announcement special project grant proposals	CMS	Outreach	NOS • OCRM	3	Smart Growth	
2.1.2.7. Second issue of human dimension virtual magazine released **(NOS)**	CMS	Outreach	NOS • OCRM	3	Human Dimension	
2.1.3.12. Applicants selected for the Pacific Island Assistantship program and grant starts on June 1, 2001.	CMS	Outreach	NOS • OCRM	3	Learning	
2.1.3.12. Pacific Island assistants are selected and placed in the Islands (Hawaii, Guam, Puerto Rico, and CNMI) **(NOS)**	CMS	Outreach	NOS • OCRM	3	Learning	
2.1.3.13. Award Pacific Island special project grants	CMS	Outreach	NOS • NMS • OCRM	3	Distributed Presence	
2.2.0.24. Establish framework and partnership for Center to effectively support Non-point Education for Municipal Officials program	CMS	CLS	NOS • NMS • OCRM OAR	3	Smart Growth	
2.2.0.9. Successful completion of Program Managers Meeting 2001 conference **(NOS)**	CMS	CLS	NOS • OCRM	3	Distributed Presence	
2.3.0.7. Reorganize Center Web site to be project-oriented	CMS	Comm		3	Distributed Presence	
5.4.0.1. Establish a database of current and immediate past (last 3 years) projects in Hawaii and the outer islands **(NOS)**	CMS	Pacific Services Center	NMFS OAR NESDIS NWS NOS	3	Distributed Presence	
5.7.0.1. Prepare statement of work for facilities expansion **(NOS)**	RMS			3	Improve Facilities	
1.6.1.2. Preparation of guidelines and "lessons learned" from past environmental characterizations	CIS	LCR	NMFS	4	Ecosystems	
1.6.1.2. Complete Web portal for landscape characterization and restoration tools	CIS	LCR	NMFS	4	Ecosystems	Spatial Data

Milestone	Service Area	Program Area	NOAA Line Office Partner	Quarter Due	Program Priority	Synergy
1.6.1.15. Draft issue-based characterization on Internet	CIS	LCR	NOS • OCRM NMFS	4	Ecosystems	
5.7.0.1. Award contract for facilities expansion **(NOS)**	RMS			4	Improve Facilities	
5.1.0.5. With the California Coastal Commission, conduct a project to make NOS and California aerial photography more accessible via the Internet (subject to availability of ESDIM funds)	DO	Pacific Coast Program	NOS • ORR • NGS • OCS	4	Distributed Presence	
5.1.0.10. With the Washington Department of Ecology, use NOS T-sheets to develop new shoreline information (Subject to the availability of ESDIM funds)	DO	Pacific Coast Program	NOS • ORR • NGS • OCS	4	Distributed Presence	
2.1.3.9. "Working on the Coast" Web site completed	CMS	Outreach	NOS • OCRM • OAR	4	Smart Growth	
2.1.3.10. Conduct "Living on the Coast" workshop	CMS	Outreach	NOS • OCRM	4	Learning	
2.1.3.10. Orchestrate integration of three multi-agency San Francisco Bay initiatives on community growth and sustainability into a cohesive plan, with San Francisco Bay Conservation and Development Commission	CMS	Outreach	NOS • OCRM • ORR OAR OSDIA	4	Distributed Presence	
2.1.3.14. Distribute report from needs assessments of Guam, Commonwealth of Northern Mariana Islands, and Hawaii to Center staff and state and territory partners	CMS	Outreach	NOS • OCRM	4	Human Dimension	
5.9.0.1. Complete First Annual Implementation Plan for NOAA & USGS leadership **(NOS)**	DO		NMFS OAR NESDIS NWS NOS	4	Distributed Presence	
1.3.1.2. Develop prototype primary production model for New Jersey coastal waters **(NOS)**	CIS	CRS	NOS/NCCOS	4	Ecosystems	Nutrient Pollution
1.3.2.1. Develop draft Coastal Remote Sensing (CRS) program business plan	CIS	CRS	NOS/NCCOS	4	Remote Sensing	Spatial Data
1.4.1.1. Present two workshops on best metadata practices	CIS	IR	NESDIS	4	Learning	Spatial Data
1.4.1.1. Develop and pilot a Web page to build the capacity of coastal resource data developers to write quality metadata **(NOS)**	CIS/CMS	IR/CLS	NESDIS	4	NSDI	Spatial Data
1.4.1.13. Create a Web page and brochure outlining best practices in managing coastal data	CIS	IR	NESDIS	4	NSDI	Spatial Data
1.4.2.2. Complete the cataloging of the Coastal Zone Information Collection **(NOS)**	CIS	IR	NOS/OCRM NOAA Central Library	4	NSDI	

Milestone	Service Area	Program Area	NOAA Line Office Partner	Quarter Due	Program Priority	Synergy
1.4.2.4. In partnership with the NOAA Central Library, create a searchable coastal information resource	CIS	IR	NOAA Central Library	4	NSDI	
1.5.0.1. Deliver GIS hardware and software to Pacific Island partners	CIS	I&D	NOS • OCRM	4	Distributed Presence	
1.5.1.1. Work with federal partners to create digital representations of offshore boundaries for the southeastern U.S.	CIS	I&D	NOS/OCS, OCRM General Counsel	4	NSDI	Spatial Data
1.5.1.3. Create GIS layers and supporting databases to support Grays Reef NMS visitor census	CIS	I&D	NOS/NGS, NMS NESDIS	4	NSDI	Spatial Data
1.5.1.7. Host kick-off meeting and train assistants and one representative from each island in GIS and metadata	CIS	I&D	NOS • NMS	4	Distributed Presence	
1.5.1.8. Deliver final report and GIS data layers for Aquaculture GIS project **(NOS)**	CIS	I&D	NOAA Center for Fisheries and Habitat Research	4	NSDI	Spatial Data
2.1.1.1. Coordinate operation and expand range of Coastal Management Fellowship Program to provide technical assistance, education, and training opportunities in coastal resource management **(SHC)**	CMS	Outreach	NOS • OCRM OAR	4	Learning	
2.1.1.8. Fellows begin their minority fellowship with the NERRs **(NOS)**	CMS	Outreach	NOS • OCRM	4	Learning	
2.1.2.5.1. Hold first meeting of the human dimension Aspen-style forum during Coastal Zone 2001 conference	CMS	Outreach	NOS • OCRM	4	Human Dimension	
2.1.2.5.1. Produce a white paper or technical document based on first meeting of the human dimension Aspen-style forum	CMS	Outreach	NOS • OCRM	4	Human Dimension	
2.1.2.7. Third issue of human dimension virtual magazine released	CMS	Outreach	NOS • OCRM	4	Human Dimension	
2.1.3.11 and 2.2.0.33. Plan, organize and execute a successful Coastal Zone 2001 conference **(NOS)**	CMS	Outreach/ CLS	NOS • OCRM • AA NMFS	4	Smart Growth	
2.1.3.4. Distribute *Engaging Strategies: Designing for Effective Public Input* CD-ROM at Coastal Zone 2001 to all conference participants	CMS	Outreach		4	Learning	
2.2.0.17. Develop implementation plan for Coastal Management for Practitioners course	CMS	CLS	NOS • OCRM OAR	4	Learning	
2.2.0.17. Develop and pilot two priority modules for Coastal Management for Practitioners **(NOS)**	CMS	CLS	NOS • OCRM OAR	4	Learning	
2.2.0.24. Implement a minimum of two regional workshops on How to Conduct a Training Needs Assessment **(NOS)**	CMS	CLS	NOS • NMS • OCRM OAR	4	Learning	

Milestone	Service Area	Program Area	NOAA Line Office Partner	Quarter Due	Program Priority	Synergy
2.3.0.4. Publish six editions of the Center magazine **(NOS)**	CMS	Comm		1-4	Smart Growth	
1.4.1.1. Report on activities and accomplishments for implementing best metadata practices into daily activities at NOS	CIS	IR	NOS • OCS • CIO NESDIS	1-4	NSDI	Spatial Data
1.5.3.7. Work jointly with Coastal Learning Services to develop a suite of educational and outreach materials that complement various GIS and information management courses	CIS/ CMS	I&D/CLS		1-4	Learning	
1.5.3.7. Deliver four 4-day GIS classes for Center partner agencies and customers (NOS)	CIS	I&D		1-4	Learning	Spatial Data
1.4.1.15. Keep the FGDC clearinghouse gateway and Center FGDC node operational throughout the year	CIS	IR	NESDIS	1-4	NSDI	Spatial Data
1.4.1.4. Provide Web server and page support as necessary to Center partners and neighbors	CIS	IR	NOAA Public Relations NESDIS NWS OAR	1-4	NSDI	
1.4.1.5. Oversee maintenance of and keep current all Center Web pages	CIS	IR		1-4		
5.2.0.14. Continue partnerships and implementation of activities with the Smart Growth Network.	CMS	Outreach	NOS • OCRM OAR • Sea Grant	1-4	Smart Growth	Communities
5.4.0.1. Establish network of partners with the islands coastal programs and other programs at the state and local levels throughout the four island states and territories	CMS	Pacific Services Center	NMFS OAR NESDIS NWS NOS	1-4	Distributed Presence	
Organize and host biannual NOS/NOAA coordination meetings in California and the Northwest (including Alaska) to further the NOS regional approach **(NOS)**	DO	Pacific Coast Program	NOS • ORR • OCS • NGS • OCRM	1-4	Distributed Presence	
Performance Measure	**Cumulative percent of shoreline and inland areas with improved ability to identify extent and severity of coastal hazards**					
1.5.4.8. Develop a partnership/business plan with NCDDC for risk atlas development	CIS	I&D	NESDIS NWS OAR	1	NSDI	Spatial Data
1.5.4.1. Complete statewide hazard risk and vulnerability assessment of the state of Rhode Island **(NOS)**	CIS	I&D	NOS • OCRM • ORR • SPO NWS OAR	3	Hazards	Disaster Response

Performance Measure	Number of improved information management tools developed to assist coastal hazard mitigation					
Milestone	**Service Area**	**Program Area**	**NOAA Line Office Partner**	**Quarter Due**	**Program Priority**	**Synergy**
1.5.4.1. Work with National Partnership for Reinventing Government Initiative (NPR) to complete a report documenting the "lessons learned" from the use of GIS and spatial data during Hurricane Floyd response and recovery efforts **(NOS)**	CIS	I&D	NOS • OCRM • SPO • ORR NWS OAR	1	Hazards	Spatial Data
5.1.0.6. Complete work plan for NOS-Oregon-Ecotrust joint project to merge state and NOAA data relevant to coastal communities and distribute these data over the Internet	DO	Pacific Coast Program	NOS • ORR	1	Distributed Presence	
1.5.3.9. Complete the local risk and vulnerability assessment and hazard mitigation planning case study **(NOS)**	CIS	I&D	NOS • OCRM	2	Hazards	Disaster Response
1.5.3.9. Develop training materials based on the vulnerability assessment and mitigation planning case study	CIS	I&D	NOS • OCRM	2	Hazards	Disaster Response
1.5.4.13. Complete a report documenting GIS support during the 2000 hurricane season to FEMA Region IV's Regional Operations Center during and after natural hazard emergencies **(SHC)**	CIS	I&D			Hazards	Disaster Response
1.5.4.11. Complete final Internet application and outreach products for the Protecting our Ports and Harbors project	CIS	I&D	OAR	3	Hazards	Disaster Response
5.1.0.6. Prepare a draft Web site design to distribute merged NOAA-state data with a coastal hazards focus	DO	Pacific Coast Program	NOS • ORR	3	Distributed Presence	Disaster Response
5.1.0.6. Complete prototype Web site for distribution and analysis of merged NOAA-Oregon data with a coastal hazards focus	DO	Pacific Coast Program	NOS • ORR	4	Distributed Presence	Disaster Response
1.5.4.1. Complete Community Vulnerability Assessment Model (CVAM) pilot project **(NOS)**	CIS	I&D	NOS • OCRM • ORR • SPO NWS OAR	4	Hazards	Disaster Response
1.5.4.1. Conduct an analysis on the economic benefits of vulnerability assessment products	CIS	I&D	NOS • OCRM • ORR • SPO NWS OAR	4	Hazards	Disaster Response
1.5.4.13. Develop "best practices" document for use of spatial data in disaster response and recovery	CIS	I&D		4	Hazards	Disaster Response

RPS Objective 1	Maintain the Status of Healthy Species and Ecosystems					
Performance Measure	**By the year 2004: Maintain the healthy status of healthy or recovered protected species beyond the status of the candidates**					
Milestone	**Service Area**	**Program Area**	**NOAA Line Office Partner**	**Quarter Due**	**Program Priority**	**Synergy**
5.5.0.1. In cooperation with the NWFSC, develop position descriptions and successfully recruit 2 NOS FTEs to be placed at the NMFS Montlake facility	CIS	I&D	NMFS	3	Distributed Presence	Spatial Data

FISCAL YEAR 2001 BUDGET AND RESOURCE INFORMATION

FISCAL YEAR 2001 BUDGET ESTIMATE

The annual allocation of Center resources to projects and activities is influenced by customer and partner needs, strategic objectives of NOAA and the Administration, and guidance from the U.S. Congress. The Center's budget is apportioned as part of the National Ocean Service budget in the NOAA Operations, Research, and Facilities appropriation. Changing priorities or unexpected events during the year may alter spending and project plans. The budget for the Coastal Services Center for fiscal year 2001 is $18.709 million.

CATEGORY	$ in thousands
Direct Budget Authority	
Director's Office – Distributed Operations and Programs	4277
Resource Management Services	2004
Coastal Management Services	2223
Coastal Information Services	6569
Pacific Coast Program	243
Transferred to NOAA and NOS	3393
TOTAL	**18709**

MANAGEMENT INFORMATION

MANAGEMENT ISSUES

Strategic Planning. The Center will complete its strategic planning process during fiscal year 2001. This highly participatory process will incorporate customer views and needs in determining the strategic directions and action plans for the organization over the next five years. The Center is utilizing the information from the Coastal Resource Management Survey and the C-CAP Effectiveness Review. The results of the process will be used to make informed decisions on management and organizational issues, program priorities,

communications, allocation of resources, and validation of directions with the Center's customer base.

Evaluation. During the first and second quarters of fiscal year 2001, the Center will convene an internal working group to document, and make recommendations to enhance, the evaluation processes of the Center. The Center currently conducts multiple levels of review of processes, projects, and programs, and solicits customer feedback in numerous ways to ensure the impact and relevance of products and services. The goal of this activity will be to improve the coordination and execution of evaluations.

Leadership Transition. With the appointment of the Center director to the position of Assistant Administrator for Ocean Services and Coastal Zone management, the Center's management team will be challenged to provide for a smooth internal transition and continued representation of the Center at all levels, while ensuring no degradation of services to customers.

Option Year of Contract for Information Management and Technical Support Services. On September 1, 1999, the Center entered into a new technical services contract with the private sector worth $15 million over 5 years. The Center has closely monitored the start up and base year performance of this contract, and has let a first option year for continuation. Key activities of the contractor for fiscal year 2001 will include development and execution of project implementation plans, full incorporation of a Center-wide quality assurance and quality control mechanism for contract deliverables, and professional and technical training and development for all contract staff. The contract will be reviewed during the fourth quarter of fiscal year 2001 in consideration of the second option year.

Implementation of Recommendations of C-CAP Effectiveness Review. During fiscal year 2000, the Center conducted a formal review of the Coastal Change Analysis Program (C-CAP) to evaluate its overall effectiveness and relevance to customer needs. The Center's Coastal Remote Sensing Program is in charge of implementing the recommendations of the C-CAP independent review panel, including the development of a business plan.

Fort Johnson/Hollings Marine Laboratory. In fiscal year 2001 report language, Congress expressed concern about the national overhead costs associated with managing the missions and operations of the research facilities funded in the Ocean and Research account. The Committee recommends a pilot initiative whereby oversight for the budget and management operations for the Marine Environmental Health Research Lab (the Hollings Marine Laboratory) and the NOS Charleston Lab would be provided by the Coastal Services Center in an effort to reduce program management costs and enhance program effectiveness. The Committee intends that the full funding level appropriated within the Oceanic and Coastal Research account for these two labs also be transferred to the Coastal Services Center. The Center will work with each of these organizations, the National Ocean Service and NOAA, and the Committee to implement, in the most responsible and effective manner, the intent of the Congress.

DIVERSITY

For fiscal year 2001, the Center will continue to promote diversity objectives and the development of an organizational learning culture. This approach includes a number of strategies:

- Working to ensure that employees understand and support the mission, goals, and values of NOAA, NOS, and the Center. The Center will complete its strategic planning process—a process that includes a focus on internal organizational and cultural issues.

- Using participatory decision-making processes, with shared leadership, when appropriate, and encouraging the establishment of integrated, cross-functional teams.

- Facilitating change through coaching and empowering employees.

- Encouraging the introduction of new ideas for continuous improvement. For example, the Center has initiated an Employee of the Month program that serves to recognize the special contributions and attitudes of employees. This activity is employee-managed.

- Creating opportunities for learning from all activities and for transferring skills and knowledge gained to others.

The Center is addressing diversity objectives by participating in the Welfare-to-Work program. There are four authorized positions at the Center, with two currently filled. One of the positions will be converted to permanent FTE status at the close of fiscal year 2000. The employee to be converted was also NOS's Clerical Employee of the Year for fiscal year 1999.

The Center will continue to support methods and opportunities for conducting personal and organizational assessment, such as through training and working cooperatively on elevated issues from the Survey/Feedback/Action (SFA) process. Phase II of the SFA is underway, and the Center is participating through interviews and focus groups regarding the impacts of policies, practices and procedures.

The Center will hold a number of all-hands diversity and cultural events during fiscal year 2001, and will continue to maintain and upgrade its facilities to ensure a safe and healthy working environment for all employees.

EMPLOYEE DEVELOPMENT AND TRAINING

Consistent with NOAA's employee development and training objectives, the Center encourages employees to develop individual Career Enhancement Plans (CEP). Employee development and training issues will be examined in the broader context of building a learning organization at the Center. By developing and utilizing CEPs, employees will take

charge of their professional development goals, while supervisors help provide the environment and resources needed to achieve those goals. One Center employee in the Coastal Remote Sensing program will be participating in the Executive Leadership program for Mid-Level Employees during fiscal year 2001.

During fiscal year 2001, the Center will offer a variety of in-house training, including project management, computer software and metadata training, and customer orientation training. Program managers will also attend leadership and management courses. Growth opportunities for administrative support staff are of particular concern to Center management and will be considered under the strategic objectives for the Center's organization and culture theme. During fiscal year 2000, the Center supported staff members' attendance at the Blacks in Government Annual Training conference and will do so again in fiscal year 2001.

The Center has been participating in the Student Temporary Employment Program (STEP) by providing internship opportunities for students enrolled in diverse disciplines such as environmental science, geography, marine science, ecology, engineering, mathematics, computer science, and marine policy. Because of this program, students have the opportunity to increase their educational and professional experiences while in school. Most of the students employed by the Center in the past have successfully acquired positions in coastal resource management agencies or have pursued advanced education in their field. Currently, five students are working at the Center via this program and there are plans to expand this number to eight in fiscal year 2001.

The Center has about 20 percent of its staff engaged as active members of a joint federal/contractor-sponsored Toastmasters International club, which has facilitated the development of employees' public speaking and representational skills. The Center will continue to support a special Wednesday seminar series that allows for all staff to participate and share their learning. The Center will also continue its employee-initiated, lunch-break yoga class. This activity affords the entire staff the opportunity to refresh both mind and body, which ultimately benefits the organization.

MINORITY SERVING INSTITUTIONS (MSI)

The Center is actively supporting efforts to enhance minority representation in its programs and encourage minority development opportunities. Specific efforts include the following:

- The Center and the National Estuarine Research Reserves are exploring the possibility of developing a minority fellowship program. A steering committee will be convened to draft overall program goals and objectives, and design the actual process for selection and administration. It is anticipated that two to four fellows with undergraduate degrees will be placed for two years with selected estuarine research reserves to work on coastal management education and training projects.

- The Center has been active in transferring older computers and equipment to public schools with high minority or disadvantaged populations in the Charleston area. During this year, the Center will work with a number of schools including Mary Ford

Elementary, Goodwin Elementary, and Moultrie Middle School to prepare and transfer working computers to the classroom.

- Recruiting a graphic illustrator assistant through the MSI network.

- Working with The Coastal Society, the National Sea Grant Office, the NERRs, and CZM agencies to develop a minority serving assistantship focus for the upcoming Coastal Zone '01 conference in Cleveland.

- Cooperating with the Office of Oceanic and Atmospheric Research to establish a mid-term plan for the development and implementation of an MSI/under-represented populations effort across the organization.

- Partnering with the University of Southern Mississippi in administering the Coastal Management Fellowship program, which allows for recent M.S. and Ph.D. level graduates to work on coastal resource management issues in selected states. During fiscal year 2001, the Center will be working to achieve greater minority representation in this program.

- Continuing to support a minority-serving partnership with Morgan State University (MSU), the National Aquarium at Baltimore, and the Maryland and Virginia NERRs. The purpose is to train MSU students in estuarine science and application of the system-wide monitoring protocol for the NERRs.

- Supporting minority recruitment at the Center through NOAA STEP.

AFFIRMATIVE ACTION

The Center will ensure that its policies support recruitment and developmental efforts to provide for a balanced workforce that mirrors the public served. Although managing diversity and Affirmative Action are not interchangeable, relationships must exist between the two to create a high performance organization. The Center's efforts with Minority Serving Institutions and activities are designed in part to address these issues, as is employee development and training.

INFORMATION AND TECHNOLOGY ISSUES

The Center is participating fully in the focused efforts of the Department of Commerce, NOAA, and NOS to improve the planning and budgeting for information technology (IT). Due to its field status, the Center largely is independently responsible for many of its IT functions and activities. The Center will continue to refine its target architecture, align IT requirements with the needs of programs, and participate in crosscutting IT functions and teams as appropriate.

LEGISLATIVE ISSUES

Legislative issues that will involve the Center include the following:

- Coastal Zone Management Act and sanctuaries reauthorization
- Center authorization, fundraising authorities, and appropriations
- Evolution of implementation of the Pacific Services Center and links to coral reef legislation

VALIDATION AND VERIFICATION

In an effort to comply with the National Performance Review, the Center employs applied social science research and technical evaluation methods to validate and verify projects and programs throughout the year. Each product or service conducted, such as the release of a CD-ROM or training course, includes an evaluation form. The forms are collected and reviewed by the project staff, trainers, and meeting planners to ensure that suggestions are incorporated into the next phase of the project and in subsequent projects.

In the event that feedback from an evaluation is low, Center staff may conduct informal reviews to solicit feedback by interviewing individual participants. These interviews are conducted in compliance with the guidelines of the Paperwork Reduction Act. Evaluations inquire about the usefulness of the product or service and ask for the customer's comments about how it may be improved. Before a product such as a CD-ROM is released, the product undergoes extensive review by external users to ensure its usability and relevance.

Throughout the year, all projects and programs are reviewed quarterly by program managers and contractors to assess whether performance measures will be met. Targets are discussed with upper management for a status update and to resolve any factors impeding progress. Every other week, program managers meet to discuss outstanding issues and to receive feedback from other program areas. The Center also conducts semiannual reviews of program performance and progress from a senior management perspective. These reviews also support information needs for NOS and NOAA-level quarterly reviews.

The Center is experimenting with processes to review the effectiveness of overall program areas. The first full program review, targeting the Coastal Change Analysis Program, was conducted during fiscal years 1999 and 2000. This review involved a significant component of customer feedback in addition to an independent review panel analysis of the results. The Center is evaluating both the methodologies of the review as well as the recommendations to adjust the program's mission and outputs to better meet customer needs, and will implement changes as appropriate.

On a broader scale, the Center conducts a triennial customer survey. The questionnaire undergoes a Paperwork Reduction Act review by the Office of Management and Budget to ensure that it does not duplicate any other NOAA-sponsored survey of the same audience. The purpose of the survey is to understand the customer's information management needs

and capabilities and the customer's resource management responsibilities. The results are used for strategic planning purposes and for annual planning and project selection processes to ensure that proposed activities meet the needs of the customers.

Lastly, during fiscal year 2000, Center staff participated strongly in the process to develop meaningful performance measures for the Sustain Healthy Coasts habitat theme area. Experience gained during this exercise will be transferred to the Center's strategic planning process for the development of performance measures for Center projects and programs.

ENVIRONMENTAL COMPLIANCE

An asbestos survey was conducted as the Center was making preparations for a full roof replacement of Building 2. Asbestos in roofing compounds around the flashing areas was of concern due to the age of the buildings occupied by the Center. The South Carolina Research Authority Environmental Enterprise Group (SCRA EEG), of Charleston, South Carolina, conducted the inspection. SCRA EEG inspectors are certified by an EPA accredited training center under the Asbestos Hazard Emergency Response Act (AHERA) as building inspectors, and are licensed by the South Carolina Department of Health and Environmental Control (SCDHEC). Suspect asbestos-containing material was identified and sampled in accordance with AHERA. Environmental Health Services, Inc., performed an analysis of the samples, using Transmission Electron Microscopy. Results indicated asbestos was not detected on the roof of Building 2. The roofing project is to proceed without any asbestos concerns and will be completed during fiscal year 2001.

The Naval Facilities Engineering Command (NAVFAC) Charleston has two environmental issues associated with the Center property resulting from the closure of Naval Base Charleston.

The first issue is with the two temporary monitoring wells located on the east side of the Center's building number two. The current environmental contractor hired by NAVFAC is looking into test results from the wells. Current plans are to close the wells and allow normal bacterial activity to reduce the small amount of free product that is present.

The second issue is the oil-water separator located on the northwest side of the Center's building two. Initial clean-up of the oil-water separator is being reviewed by SCDHEC. Further remediation of the area may be required pending NAVFAC's receipt of the SCDHEC report. Facility staff is in contact with NAVFAC for resolution of these two issues.

The Center will be expanding its recycling program to include the disposal of electronic equipment, fluorescent light bulbs, and batteries (universal wastes).

APPENDIX – ACRONYMS

AHERA	Asbestos Hazard Emergency Response Act
AOP	Annual Operating Plan
AVHRR	Advanced Very High Resolution Radiometer
BCDC	Bay Conservation and Development Commission
C-CAP	Coastal Change Analysis Program
CD-ROM	Compact disk – read-only memory
CEP	Career Enhancement Plan
CID	Coastal Information Directory
CIO	National Ocean Service Chief Information Officer
CIS	Coastal Information Services
CLS	Coastal Learning Services
CMS	Coastal Management Services
CRS	Coastal Remote Sensing
CTS	Coastal Technology Services
CVAM	Community Vulnerability Assessment Model
CZIC	Coastal Zone Information Center
CZMA	Coastal Zone Management Act
DLCD	Department of Land Use Conservation and Development
DO	Director's Office
EASC	Eastern Administrative Support Center
EPA	Environmental Protection Agency
ESDIM	Environmental Services Data and Information Management
FEMA	Federal Emergency Management Agency
FGDC	Federal Geographic Data Committee
FMC	Financial Management Center
FTE	Full-Time Equivalent
GC	General Counsel
GIS	Geographic Information System
HAB	Harmful Algal Bloom
I&D	Integration and Development
IPA	Intergovernmental Personnel Actions
IR	Information Resources
IT	Information Technology
LAN	Local Area Network
LCR	Landscape Characterization and Restoration
LIDAR	Light Detection and Ranging
MIS	Management Information System

MSU	Morgan State University
NASA	National Aeronautics and Space Administration
NCCOS	National Centers for Coastal Ocean Science
NCDDC	National Coastal Data Development Center
NERR	National Estuarine Research Reserve
NESDIS	National Environmental Satellite, Data, and Information Service
NGS	National Geodetic Survey
NMFS	National Marine Fisheries Service
NMS	National Marine Sanctuaries
NOAA	National Oceanic and Atmospheric Administration
NOS	National Ocean Service
NPR	National Partnership for Reinventing Government Initiative
NSDI	National Spatial Data Infrastructure
NWS	National Weather Service
OAR	Office of Oceanic and Atmospheric Research
OCRM	Office of Ocean and Coastal Resource Management
OCS	Office of Coast Survey
OPIS	Ocean Planning Information System
ORR	Office of Response and Restoration
PIVOT	Performance Indicators Visualization and Outreach Tool
RAP	Rotational Assignment Program
RMS	Resource Management Services
SCDHEC	South Carolina Department of Health and Environmental Control
SCRA EEG	South Carolina Research Authority Environmental Enterprise Group
SFA	Survey Feedback Action
SHC	Sustain Healthy Coasts
SPO	Special Projects Office
STEP	Student Temporary Employment Program
SWAMP	Spatial Wetland Assessment for Management and Planning
TM	Landsat Thematic Mapper Satellite
UNH	University of New Hampshire
USACE	U.S. Army Corps of Engineers
USGS	U.S. Geological Survey
WAN	Wide Area Network
WWW	World Wide Web